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Preface

1. The General Assembly, in its resolution 58/269, entitled "Strengthening of the United Nations: an agenda for further change", requested the Secretary-General to prepare, on a trial basis, for submission to the General Assembly at its fifty-ninth session, a strategic framework to replace the four-year medium-term plan, which would comprise in one document:

(a) Part one: a plan outline, reflecting the longer-term objectives of the Organization;

(b) Part two: a biennial programme plan, to cover two years.

2. The General Assembly also affirmed in that resolution that the strategic framework should constitute the principal policy directive of the United Nations and should serve as the basis for programme planning, budgeting, monitoring and evaluation, in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Pursuant to that resolution, the proposed strategic framework for the period 2006-2007 was submitted to the Assembly at its fifty-ninth session, through the Committee for Programme and Coordination at its forty-fourth session, in 2004. No decision could be reached on part one: plan outline. The Committee did not recommend approval of part one, and the Assembly, in its resolution 59/275, decided to adopt only the biennial programme plan, which was issued with a short introduction listing the priorities approved by the Assembly.[1]

3. The General Assembly, in its resolution 58/269, requested the Secretary-General to submit a report, through the Committee for Programme and Coordination, reviewing the experiences gained with the changes made in the planning and budgeting process, in order to review, with a view to taking a final decision at its sixty-second session, the format, content and duration of the strategic framework, including the necessity of maintaining part one. By its resolution 62/224, the Assembly endorsed the conclusions and recommendations of the Committee for Programme and Coordination on programme planning as contained in its report,[2] and decided, inter alia:

- To maintain the strategic framework as the principal policy directive of the United Nations, which serves as the basis for programme planning, budgeting, monitoring and evaluation, with effect from the biennium 2010-2011;
- To continue to include part one: plan outline in the strategic framework;
- To request the Secretary-General to improve the format of part one and the reflection of the longer-term objectives set out therein by, inter alia, elaborating on the priorities of the United Nations agreed to by the Member States, in accordance with resolutions 59/275 and 61/235.

4. The Secretary-General submitted to the General Assembly at its sixty-ninth session, through the Committee for Programme and Coordination at its fifty-fourth

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[1] *Official Records of the General Assembly, Fifty-ninth Session, Supplement No. 6* and corrigendum (A/59/6/Rev.1 and Corr.1).

[2] Ibid., *Sixty-second Session, Supplement No. 16* (A/62/16).

session,[3] the proposed plan outline[4] and biennial programme plan of the strategic framework for the period 2016-2017.[5] For its deliberations, the Committee also had before it a conference room paper prepared by the Secretariat on the review of part two: biennial programme plan by the relevant sectoral, functional and regional bodies.

5. In its resolution 69/17, entitled "Programme planning", the General Assembly, having considered the report of the Committee for Programme and Coordination on the work of its fifty-fourth session, endorsed the conclusions and recommendations contained therein with respect to the biennial programme plan for the period 2016-2017 subject to the provisions of that resolution, and decided not to take a decision on the content of part one: plan outline.

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[3] Ibid., *Sixty-ninth Session, Supplement No. 16* (A/69/16).

[4] A/69/6 (Part one) and Corr.1

[5] A/69/6 (Prog.1-16, 17 and Corr.1, 18-23, 24 and Corr.1 and 25-28).

Priorities for the period 2016-2017

The General Assembly, in its resolution 69/17, decided that the priorities for the period 2016-2017 would be the following:

(a) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;

(b) Maintenance of international peace and security;

(c) Development of Africa;

(d) Promotion of human rights;

(e) Effective coordination of humanitarian assistance efforts;

(f) Promotion of justice and international law;

(g) Disarmament;

(h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations.

Programme 1

General Assembly and Economic and Social Council affairs and conference management

Overall orientation

1.1 The overall objectives of the programme are: (a) to facilitate, through the provision of procedural and technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General, First, Special Political and Decolonization (Fourth), Second and Third Committees and various subsidiary organs, the Economic and Social Council and most of its subsidiary bodies, as well as special United Nations conferences; and to assist in the revitalization efforts of the Assembly and other United Nations bodies, including through the substantive servicing of the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly and the Intergovernmental Negotiations on the question of equitable representation on and increase in the membership of the Security Council and other matters related to the Council; (b) to service the Committee on Conferences; (c) to ensure the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization; and (d) to provide protocol, liaison and representational functions for the Secretary-General, host Governments and Member States.

1.2 The basic mandates for the programme are contained in the rules of procedure of the principal organs of the United Nations. Additional mandates are stipulated by resolutions of the General Assembly and the Economic and Social Council, in particular resolutions on the revitalization of the Assembly, on the strengthening of the Council and on the pattern of conferences. Overall intergovernmental direction concerning the organization and servicing of meetings is given by the Assembly on the advice of the Committee on Conferences, in accordance with Assembly resolution 43/222 B. The Under-Secretary-General for General Assembly and Conference Management will continue to be responsible for all the activities of the Department and for guiding integrated global conference management involving Headquarters and the United Nations Offices at Geneva, Vienna and Nairobi, which includes the establishment of conference management policies, practices, standards and procedures, the allocation of resources under the relevant budget section and global workload and staffing management of the conference management operations in accordance with Assembly resolution 57/283 B.

1.3 The Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi are responsible for the implementation of the programme and the achievement of its objectives. Guided by Assembly resolutions 57/300, 66/233 and 68/251, as well as the provisions relevant to conference services of the Assembly's resolutions on the revitalization of the work of the General Assembly and on multilingualism, the strategic framework under the programme seeks to make further progress in integrated global management in order to provide high-quality documents in a timely manner in all official languages, as well as high-quality conference services to Member States at all duty stations, and to achieve further synergies and full-system benefits across the integrated conference-servicing operations in the four duty stations. The Department will continue to provide, in a proactive manner, the intergovernmental and expert bodies it services with technical, procedural and substantive secretariat, protocol and liaison, and conference-servicing support so as to achieve synergies and full-system benefits across the four conference-servicing duty stations.

1.4 The Department will continue to focus on advance planning for effective management of conference services, optimize workflow, align capacity with expected output and pay special attention to the end results and overall performance. Through integrated global management, its administrative and substantive policies, practices and procedures will be further standardized across all four conference-servicing duty stations. The global information technology tools, which will be deployed at all duty stations, will facilitate global management of efficient and effective resource utilization and expand the use of electronic tools and processes in conference-servicing operations. Training of staff and targeted outreach to educational institutions that train language professionals will allow the Department to facilitate the transition of institutional memory and specialized expertise and the adoption of contemporary working methods that take advantage of available technologies. Continued collaboration with other international conference-servicing organizations through the International Annual Meeting on Language Arrangements, Documentation and Publications will ensure the benchmarking of its performance indicators and methods of work with best industry practices. Those efforts, subject to the provisions of the above-mentioned General Assembly resolutions, will further enhance the quality, productivity, timeliness and cost-effectiveness of the operations under the programme. Continued analysis of client feedback will be an important tool for measuring performance. The Department will continue to evaluate and implement risk management strategies so as to reduce the impact of operational crises. Centrally coordinated risk management, assessment and evaluation will facilitate informed managerial decision-making and monitoring.

1.5 Fuller integration of the Department's activities into one global operation, with sensitivity to local specificities and the needs of local clients, including addressing the increased workload in Geneva resulting primarily from the work programme of the Human Rights Council, will increase the timeliness and cost-effectiveness of the documentation services and provide better quality assurance of the translation services, including contractual services . The increased shift to in-house revision of contractually translated documents will be facilitated by a common computer-assisted translation and global terminology platform (gText) accessible to external contractors.

1.6 An effort will be made to build a larger and more balanced pool of qualified language staff across languages and duty stations by encouraging promising candidates to apply for open positions through various means, including the revamped competitive language examination process, the Department's Universities Outreach Programme and internships and traineeships, in compliance with United Nations recruitment standards regarding language staff. The programme will continue to emphasize the mainstreaming of gender perspectives into its subprogrammes.

A. Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs[6]

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support[a]

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved organizational and procedural aspects of meetings servicing and enhanced substantive and technical secretariat support to contribute to the deliberations of intergovernmental bodies and United Nations conferences	(a) (i) No written complaints by representatives of Member States (ii) 100 per cent compliance with the submission deadline for reports of the intergovernmental bodies serviced by the Department for General Assembly and Conference Management, with equal treatment given to all official languages
(b) Timely and effective implementation of the programme of work by the intergovernmental bodies serviced by the Department	(b) 100 per cent compliance with the submission deadline for parliamentary documentation and efficient and effective interdepartmental support to the intergovernmental bodies, with equal treatment given to all official languages

[a] Including the General Assembly, the First, Special Political and Decolonization (Fourth), Second and Third Committees, the Peacebuilding Commission, the Economic and Social Council and their subsidiary bodies at Headquarters, as well as other intergovernmental bodies supported by the Department.

Strategy

1.7 The subprogramme is under the responsibility of the General Assembly and Economic and Social Council Affairs Division. The strategy to achieve the objective of the subprogramme will include:

(a) Provision of the most efficient and effective substantive and conference management support to intergovernmental bodies serviced by the Department and to United Nations conferences, including their presidents/chairs and bureaux, to ensure the procedurally correct conduct of meetings and to support efforts in strengthening and revitalizing their work;

(b) Provision of substantive, analytical and historical information to clients, including information based on best practices and institutional memory, on the proceedings of the General Assembly, the Economic and Social Council and its subsidiary bodies and the Trusteeship Council, with a view to developing appropriate proposals for review by the bodies concerned;

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[6] The activities covered by subprogramme 1 comprise only those implemented at Headquarters.

(c) Assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of documentation and communications in all official languages;

(d) Coordination and the assignment of responsibility to the Secretariat entities for the implementation of those resolutions and decisions adopted by the intergovernmental bodies.

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services
	(ii) 100 per cent application of the proximity concept, where feasible, for conferences and meetings held away from headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) All "as required" meetings provided with interpretation services
	(v) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) All meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.8 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Division, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures throughout the Organization and improving shared workload management;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Utilizing the global capacity for integrated conference services efficiently without adversely affecting the quality of services provided;

(v) Achieving cost-effective global utilization of conference-servicing resources through the regular production and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of New York-based bodies and client organizations and assisting them in formulating those needs, with a view to optimizing the use of conference-servicing resources, including:

(i) Ensuring the timely availability in all official languages of high-quality documentation through regular consultations and active dialogue with document submitters and committee secretariats in order to assist them in meeting the submission standards;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and meeting participants in all official languages, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies;

(d) Improving capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing capacity-planning targets for all processing units in order to ensure the timely issuance of mandated pre-session documentation in all official languages;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations in New York;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological capacity for users and outreach to clients in accordance with legislative mandates in order to plan, process, monitor and manage documentation and meetings services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation, précis-writing and text-processing of parliamentary documentation and other written materials in all official languages, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation, précis-writing and text-processing services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions	(b) (i) Resorting to contractual translation, where that mode of delivery yields a final product that is of comparable quality to translation done in-house (ii) 100 per cent of capacity utilization for editorial, translation, précis-writing and text-processing services (iii) 100 per cent compliance with workload standards for editing, translation, précis-writing and text-processing
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff	(c) (i) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent (ii) Reduced imbalances across language combinations

Strategy

1.9 The subprogramme is under the responsibility of the Documentation Division. The overriding mandate is to deliver high-quality documents in a timely and cost-effective manner. Key elements of the strategy are leveraging information technology tools in the continuing pursuit of enhanced efficiency and synergy in all the Division's business processes; promoting a culture of continuous learning; and undertaking a wide range of traditional and innovative training ventures and strategies. Actions will include:

(a) Ongoing development and maintenance of a comprehensive searchable archive of reference materials and a global terminology production and management platform for the United Nations that are accessible to both in-house and external language staff;

(b) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(c) No changes of a substantive nature made to texts of both draft and adopted resolutions agreed by Member States during the Secretariat's editing process;

(d) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate and timely feedback to freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(e) Continuation of efforts to further develop the information technology infrastructure for all in-house and external language staff, including by building a global platform of translation support tools (gText) that includes e-referencing, global terminology and computer-assisted and machine translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services in all official languages	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, verbatim reporting, publishing and meetings services

(b) Increased cost-effectiveness of interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions	(b) (i) 100 per cent compliance with workload standards for interpretation, verbatim reporting, copy-editing and desktop publishing (ii) 100 per cent digital printing (iii) 100 per cent availability of all documents in electronic form simultaneously in all six official languages (iv) Increased availability of official documents in an accessible format (v) Increased number of users of e-subscription system (vi) 100 per cent capacity utilization of interpretation and verbatim reporting services
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance interpretation and verbatim staff	(c) (i) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent (ii) Reduced imbalances across language combinations

Strategy

1.10 The subprogramme is under the responsibility of the Meetings and Publishing Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, verbatim reporting, desktop publishing, printing, distribution and meetings services and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ensuring timely delivery of high-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(c) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of relevant international standards for environmentally responsible management, and expanding the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner.

B. Conference management, Geneva[7]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

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Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services
	(ii) 100 per cent application of the proximity concept, where feasible, for conferences and meetings held away from headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) All "as required" meetings provided with interpretation services

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[7] Subprogramme 1 is the responsibility solely of the Department for General Assembly and Conference Management at Headquarters.

	(v) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) All meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.11 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures throughout the Organization and improving shared workload management;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of Geneva-based bodies, especially the Human Rights Council, its machinery and human rights treaty bodies, and client organizations, and assisting them in formulating those needs, with a view to optimizing the use of conference-servicing resources, including:

(i) Ensuring the timely availability in all official languages of high-quality documentation through regular consultations and active dialogue with document submitters and committee secretariats in order to assist them in meeting the submission standards;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and meeting participants in all official languages, and in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies;

(d) Improving capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing capacity-planning targets for all processing units in order to ensure the timely issuance of mandated pre-session documentation in all official languages;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations at Geneva;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological capacity for users and outreach to clients in order to plan, process, monitor and manage documentation and meetings services more effectively;

(h) Without prejudice to the outcome of deliberations by the General Assembly, coordinating with the Division of Administration of the United Nations Office at Geneva on space, technology and accessibility requirements for conference servicing for inclusion in the strategic heritage plan of the Office.

Subprogramme 3
Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials in all official languages, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services

(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions	(b) (i) Resorting to contractual translation, where that mode of delivery yields a final product that is of comparable quality to translation done in-house
	(ii) 100 per cent of capacity utilization for editorial, translation and text-processing services
	(iii) 100 per cent compliance with workload standards for editing, translation and text-processing
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff	(c) (i) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent
	(ii) Reduced imbalances across language combinations

Strategy

1.12 The subprogramme is under the responsibility of the Languages Service. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness by, inter alia, continuously striving to leverage information technology tools in an enduring pursuit of enhanced efficiency and synergy in the areas of editing, referencing, terminology support, translation, including quality assurance and control of contractual translation, and text-processing; eliminating, except in crisis situations, international recruitment of freelance translation staff in favour of increased off-site and local recruitment and expanded use of contractual translation; promoting a culture of continuous learning; and pursuing a wide range of traditional and novel training opportunities with a view to expanding and upgrading staff members' substantive and information technology skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive searchable archive of reference materials and an integrated terminology database for the United Nations that are fully accessible to both in-house and external language staff;

(b) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(c) No changes of a substantive nature made to texts of both draft and adopted resolutions agreed by Member States during the Secretariat's editing process;

(d) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate and timely feedback to freelancers and contractors; and nurturing a culture of commitment to the highest standards of quality;

(e) Continuation of efforts to further develop the information technology infrastructure for all in-house and external language staff, including by building a global platform of translation support tools (gText) that includes e-referencing, global terminology and computer-assisted and machine translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services in all official languages	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services
(b) Increased cost-effectiveness of interpretation, copy-editing, desktop publishing, printing, distribution and meetings services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions	(b) (i) 100 per cent compliance with workload standards for interpretation, copy-editing and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all documents in electronic form simultaneously in all six official languages (iv) 100 per cent capacity utilization of interpretation services (v) Increased number of users of the e-subscription system
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance interpretation staff	(c) (i) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent (ii) Reduced imbalances across language combinations

Strategy

1.13 The subprogramme is under the responsibility of the Interpretation Service and the Production Support Service. Except in crisis situations, international recruitment of freelance interpretation staff will be eliminated in favour of increased local recruitment. A full review of the existing digital printing operation will be conducted in response to the increased use of electronic distribution for parliamentary documentation. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, desktop publishing, printing, distribution and meetings services and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(c) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing a culture of commitment to the highest standards of quality;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of relevant international standards for environmentally responsible management and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner.

C. Conference management, Vienna[7]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services
	(ii) 100 per cent application of the proximity concept, where feasible, for conferences and meetings held away from headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) (i) All meetings of regional and other major groupings of Member States provided with adequate conference facilities
	(ii) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services as available

Strategy

1.14 Substantive responsibility for the subprogramme is assigned to the Planning, Coordination and Meetings Section, which will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures throughout the Organization and improving shared workload management;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs of Vienna-based bodies and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation and engaging in increased upstream outreach in order to assist substantive secretariats in meeting the submission standards;

(c) Strengthening the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and meeting participants in all official languages, and in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies;

(d) Improving capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing capacity-planning targets for all processing units in order to ensure the timely issuance of mandated pre-session documentation in all official languages;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Vienna;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological capacity for users and outreach to clients in order to plan, process, monitor and manage documentation and meetings services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials in all official languages, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions	(b) (i) Resorting to contractual translation, where that mode of delivery yields a final product that is of comparable quality to translation done in-house
	(ii) 100 per cent of capacity utilization for editorial, translation and text-processing services
	(iii) 100 per cent compliance with workload standards for editing, translation and text-processing
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff	(c) (i) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent
	(ii) Reduced imbalances across language combinations

Strategy

1.15 The subprogramme is under the responsibility of the six Translation and Text-Processing Sections, the Editorial Control Unit and the linguistic support team under the Documents Management Unit. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation, text-processing and quality assurance of external translation; and sustained training opportunities geared to expanding and upgrading staff members' skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive searchable archive of reference materials and an integrated terminology database for the United Nations that are fully accessible to both in-house and external language staff;

(b) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(c) No changes of a substantive nature made to texts of both draft and adopted resolutions agreed by Member States during the Secretariat's editing process;

(d) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate and timely feedback to freelancers and contractors; and nurturing a culture of commitment to the highest standards of quality;

(e) Continuation of efforts to further develop the information technology infrastructure for all in-house and external language staff, including by building a global platform of translation support tools (gText) that includes e-referencing, global terminology and computer-assisted and machine translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services in all official languages	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, verbatim reporting, publishing and meetings services
(b) Increased cost-effectiveness of interpretation, verbatim reporting, copy-editing, desktop publishing, printing, distribution and meetings services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions	(b) (i) 100 per cent compliance with workload standards for interpretation, verbatim reporting, copy-editing and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all documents in electronic form simultaneously in all six official languages (iv) 100 per cent capacity utilization of interpretation services

		(v) Increased number of users of the e-subscription system
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance interpretation and verbatim staff	(c)	(i) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent (ii) Reduced imbalances across language combinations

Strategy

1.16 The subprogramme is under the responsibility of the Interpretation Section, the Electronic Publishing Unit and the Reproduction and Distribution Unit. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, desktop publishing, publishing and meetings services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(c) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of relevant international standards for environmentally responsible management and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner.

D. Conference management, Nairobi[7]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support, including the optimum utilization of capacity for meetings and documentation services, in a globally coordinated manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services (ii) 100 per cent application of the proximity concept, where feasible, for conferences and meetings held away from headquarters of meeting bodies (iii) Reduced gap between the number of meetings held and the number of meetings planned (iv) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies, with equal treatment given to all official languages
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) (i) All meetings of regional and other major groupings of Member States provided with adequate conference facilities (ii) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services as available

Strategy

1.17 Substantive responsibility for the subprogramme is assigned to the Planning and Coordination Section. The Section will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures throughout the Organization and improving shared workload management;

(ii) Achieving efficient and effective global planning and coordination of the calendar of conferences and meetings of the United Nations;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs of Nairobi-based bodies and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation;

(c) Strengthening the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and meeting participants in all official languages, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies;

(d) Improving capacity planning in coordination with subprogrammes 3 and 4, further refining methods for projecting and analysing the volume, composition and timing of future workload, and establishing capacity-planning targets for all processing units in order to ensure the timely issuance of mandated pre-session documentation in all official languages;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Nairobi;

(f) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(g) Upgrading and further developing technological capacity for users and outreach to clients in order to plan, process, monitor and manage documentation and meetings services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support while ensuring effective multilingual communication and the equal treatment of all official languages

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials in all official languages, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions	(b) (i) Resorting to contractual translation, where that mode of delivery yields a final product that is of comparable quality to translation done in-house
	(ii) 100 per cent of capacity utilization for editorial, translation and text-processing services
	(iii) 100 per cent compliance with workload standards for editing, translation and text-processing
(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance translation and editorial staff	(c) (i) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent
	(ii) Reduced imbalances across language combinations

Strategy

1.18 The subprogramme is under the responsibility of the Translation and Editorial Section. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation, text-processing and quality assurance of external translation; and sustained training opportunities geared to expanding and upgrading staff members' skills, and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive searchable archive of reference materials and an integrated terminology database for the United Nations that are fully accessible to both in-house and external language staff;

(b) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(c) No changes of a substantive nature made to texts of both draft and adopted resolutions agreed by Member States during the Secretariat's editing process;

(d) Continued quality management through enforcement of rigorous recruitment standards for all language staff and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate and timely feedback to freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(e) Continuation of efforts to further develop the information technology infrastructure for all in-house and external language staff, including by building a global platform of translation support tools (gText) that includes e-referencing, global terminology and computer-assisted and machine translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To facilitate the deliberation and decision-making processes of intergovernmental and relevant expert bodies and United Nations conferences by providing efficient and effective conference-servicing support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, desktop publishing, publishing and meetings services in all official languages	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, publishing and meetings services
(b) Increased cost-effectiveness of interpretation, desktop publishing, publishing and meetings services without adversely affecting the quality and scope of services, as mandated by relevant General Assembly resolutions	(b) (i) 100 per cent compliance with workload standards for interpretation, copy-editing and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all documents in electronic form simultaneously in all six official languages (iv) 100 per cent capacity utilization of interpretation services (v) Increased number of users of the e-subscription system

(c) Improved effectiveness of the continued outreach efforts to expand the pool of freelance interpretation staff	(c) (i) Expansion of the freelance staff rosters in all languages and disciplines by at least 15 per cent (ii) Reduced imbalances across language combinations

Strategy

1.19 The subprogramme is under the responsibility of the Interpretation and Publishing Section. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, desktop publishing, printing, distribution and meetings services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing, distribution and meetings services;

(b) Full utilization of internal printing capacity and expansion of other cost-effective modes of document publishing;

(c) Continual projection, updating and analysis of the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all language staff and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and nurturing of a culture of commitment to the highest standards of quality;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by staff and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of relevant international standards for environmentally responsible management and expansion of the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner;

(g) Analysis and assessment of conference-servicing needs, including the need for meeting records and, whenever possible, alternative modes of service delivery, for the meetings of Nairobi-based bodies and client organizations, and provision of assistance to them in formulating those needs.

Legislative mandates

Relevant articles of the Charter of the United Nations

General Assembly resolutions

S-10/2	Final document of the tenth special session of the General Assembly
43/222 B	Status of the Committee on Conferences
52/12 A and B	Renewing the United Nations: a programme for reform
57/300	Strengthening of the United Nations: an agenda for further change
67/292	Multilingualism
67/297	Revitalization of the work of the General Assembly
68/246	Questions relating to the proposed programme budget for the biennium 2014-2015
68/251	Pattern of conferences

Programme 2
Political affairs

Overall orientation

2.1 The overall objective of programme 2 is to maintain international peace and security by assisting Member States, at their request, and other international and regional organizations to resolve potentially violent disputes or conflict peacefully, in accordance with the principles of the Charter of the United Nations and the resolutions emanating from the General Assembly and the Security Council. This objective is achieved by preventing violent conflicts from arising through preventive diplomacy and peacemaking, through expansion of the Organization's range of partnerships with other international, regional and subregional organizations. The direction of the programme is provided in the pertinent resolutions of the Assembly and the mandates of the Council, which has the primary responsibility for the maintenance of international peace and security. Within the Secretariat, substantive responsibility for the programme is vested in the Department of Political Affairs.

2.2 The strategy is designed around 10 subprogrammes. The activities to be implemented relate to early warning; preventive diplomacy; peacemaking, capacity-building and post-conflict peacebuilding; electoral assistance; partnership with regional organizations including through the United Nations Office to the African Union and other special political missions; implementation of the Global Counter-Terrorism Strategy; the provision of substantive support to policymaking organs, such as the Security Council and its subsidiary bodies, the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, and the Committee on the Exercise of the Inalienable Rights of the Palestinian People; and the role of the United Nations Special Coordinator for the Middle East Peace Process.

2.3 The Department of Political Affairs will continue to strive to reinforce the capacity of Member States, the international community and regional organizations for preventive diplomacy, good offices and non-military measures to prevent potentially violent disputes from escalating into conflicts, as well as to resolve violent conflicts that have erupted, while fully respecting the sovereignty, territorial integrity and political independence of Member States and the principle of non-intervention in matters that are essentially within the domestic jurisdiction of any State, as well as respecting the principle of consent, which is an essential element for the success of such efforts. The Department will also endeavour to enhance its capacity with regard to the political aspects of peacebuilding, as approved by the relevant intergovernmental bodies.

2.4 Special attention will also be given to further incorporating a gender perspective across all dimensions of the programme, in accordance with relevant resolutions of the Security Council, the Economic and Social Council and the General Assembly.

2.5 The Peacebuilding Support Office will continue to support the work of the Peacebuilding Commission, manage the Peacebuilding Fund and foster collaboration among United Nations system entities to promote the coherence of peacebuilding efforts. The Office will support the work of the Commission by preparing analytical background documents and briefing notes to facilitate its engagement and its interaction with the United Nations system and other stakeholders. The Office will also promote collaboration among United Nations system entities to ensure enhanced support for the work of the Peacebuilding Commission and to promote a coherent approach to peacebuilding through the capturing of lessons learned from the United Nations system engagement in countries emerging from conflict. The Peacebuilding Fund will contribute to consolidating peace by funding projects designed to respond to imminent threats to the peace process, build or strengthen national capacities to promote peaceful resolution of conflict, stimulate economic revitalization and re-establish essential administrative services.

2.6 The United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory was established by the General Assembly to serve as a record, in documentary form, of the damage caused to natural and legal persons by the construction of the Wall by Israel in the Occupied Palestinian Territory, including in and around East Jerusalem. The Register of Damage is a subsidiary organ of the General Assembly under the administrative authority of the Secretary-General.

Subprogramme 1
Prevention, management and resolution of conflicts

Objective of the Organization: To promote international peace and security through prevention, management and resolution of conflicts by peaceful means

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity and capability of Member States to identify, prevent and address conflict situations	(a) (i) 100 per cent response to all requests of Member States and regional organizations for preventive action
	(ii) Number of good offices efforts to address conflict situations where the United Nations was asked to assist
	(iii) Increased percentage of women in mediation efforts where the United Nations is involved
(b) Effective maintenance of peace processes	(b) (i) Increased percentage of all requests of Member States and regional organizations in support of the peace process having resulted in preventing, mitigating or resolving conflict situations
	(ii) Increased number of peacebuilding projects implemented in support of efforts to prevent, manage or resolve conflicts

Strategy

2.7 Substantive responsibility for the subprogramme is vested in the regional divisions and the Policy and Mediation Division. The Department will promote a more effective and cohesive response to help prevent, mitigate, manage and resolve conflicts and to address peacebuilding challenges facing countries emerging from crisis or conflict by: (a) responding in a timely manner to conflict situations; (b) providing timely and accurate information, analysis and policy options; (c) formulating recommendations on measures that could be undertaken by the United Nations system; (d) making available and providing substantive and technical support to the Secretary-General's good offices, including through formal mediation, where appropriate; (e) providing substantive, political and technical support to the Secretary-General in the discharge of his functions and in his relationships with Member States; (f) enhancing the capacity of regional and subregional organizations; (g) providing substantive support and guidance to special political missions; (h) strengthening the Department's capacity, expertise and partnerships with other United Nations and subregional, regional and international organizations in order to address more effectively peace and security challenges, especially in non-mission settings; (i) undertaking monitoring and evaluation of the impact and the cost-effectiveness of key conflict prevention and mitigation initiatives; (j) undertaking research on peacebuilding issues and best practices; (k) developing coherent strategies for crisis prevention and post-conflict peacebuilding, linking diplomatic, security, humanitarian and developmental efforts by the United Nations system and other international and regional actors; (l) enhancing political and operational links with the Peacebuilding Commission, Support Office and Fund. To this end, the Department of Political Affairs will work closely with other relevant parts of the United Nations system; and (m) empowering women in peacebuilding and mediation efforts.

Subprogramme 2
Electoral assistance

Objective of the Organization: To strengthen the existing capacity of the requesting Member States, in particular by enhancing the capacity of national electoral institutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of Member States requesting electoral assistance to strengthen their democratic processes and develop, improve and refine their electoral institutions and processes	(a) (i) Increased percentage of cases where electoral needs assessments were undertaken for requesting Member States within four weeks of receiving the requests from Member States (ii) Increased percentage of cases where recommendations of the needs assessments to provide assistance led to formulation of electoral support projects

	(iii) Increased number of cases where electoral missions/experts were deployed within the required time frame
(b) Strengthened system-wide coherence and consistency in the provision of United Nations electoral assistance	(b) Increased number of comprehensive sets of United Nations system-wide policies developed

Strategy

2.8 Substantive responsibility for subprogramme 2 is vested in the Electoral Assistance Division. The Division will provide assistance in the organization and conduct of electoral processes to Member States upon their request or by mandate of the General Assembly or the Security Council. In coordination with the regional divisions, other departments, field missions and United Nations country teams, the Division will undertake electoral needs assessments and recommend strategic responses to the Focal Point for Electoral Assistance, taking into consideration national ownership, sustainability, cost-effectiveness and a gender perspective. It will develop policy on election-related issues and continue to enhance partnerships with other organizations. It will also manage the United Nations single roster of electoral experts to be used by the entire United Nations system, including the United Nations Development Programme (UNDP) and the United Nations Office for Project Services (UNOPS).

Subprogramme 3
Security Council affairs

Objective of the Organization: To facilitate the deliberations and effective decision-making by the Security Council and its subsidiary organs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings	(a) Degree of satisfaction expressed by members of the Security Council, as well as the wider United Nations membership, with the services provided by the Security Council Affairs Division
(b) Improved access to information relating to the work of the Security Council and its subsidiary organs	(b) (i) Increase in the number of pages viewed of the online *Repertoire of the Practice of the Security Council*
	(ii) Increase in the number of visits to the Security Council home page

(c) Decisions of the Security Council and its subsidiary organs requiring substantive support by the subprogramme are implemented	(c) (i) 100 per cent of experts recommended to the sanctions committee within two weeks of the renewal of the mandate of a sanctions regime and within six weeks of a new sanctions mandate (ii) Missions of the Security Council and its subsidiary organs are carried out within the time frame stipulated by the relevant organ

Strategy

2.9 Responsibility for subprogramme 3 is vested in the Security Council Affairs Division, which provides advice and substantive services to the Council, its subsidiary organs and the Military Staff Committee. Advice and substantive services include the timely issuance of parliamentary documentation and communications; the effective coordination of meetings; the provision of guidance to the Council, its subsidiary bodies and the wider United Nations membership in accordance with the Charter, the Council's provisional rules of procedure, Council decisions and past practice; substantive advice and support to expert monitoring groups and panels and to all relevant subsidiary organs of the Security Council; planning and organization of missions by members of the Council and Chairs of its subsidiary organs; research and analysis, including with respect to current and past practices of the Council, as well as advice regarding the design, implementation, effectiveness and impact of mandatory measures or targeted sanctions imposed by the Council; and familiarization sessions for new members of the Council on the procedures, practices and working methods of the Council and its subsidiary organs.

Subprogramme 4
Decolonization

Objective of the Organization: To promote the decolonization process in accordance with the Charter of the United Nations and relevant resolutions of the General Assembly for the 17 Non-Self-Governing Territories so as to bring about the complete eradication of colonialism

Expected accomplishments of the Secretariat	Indicators of achievement
The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 17 Non-Self-Governing Territories	(i) Timely submission of parliamentary documents (ii) Sustained level of support to the work of the Special Committee in facilitating communication with the administering Powers

Strategy

2.10 Responsibility for subprogramme 4 lies with the Decolonization Unit, which will provide support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples, as well as to the General Assembly. The issues related to decolonization are guided by the Charter of the United Nations, as well as by the principles of the Declaration on the Granting of Independence to Colonial Countries and Peoples contained in General Assembly resolutions 1514 (XV) and 1541 (XV) and other relevant Assembly resolutions.

2.11 The Special Committee and the General Assembly will continue to examine the situation with regard to political, economic and social developments in all territories that have not yet exercised their right to self-determination or that have not been decolonized according to their specific conditions, and to seek suitable means to implement the Declaration in accordance with the Charter and relevant resolutions of the Assembly. The Committee will continue to improve cooperation with the administering Powers at all stages of the decolonization process. It will examine the views of the representatives of the Non-Self-Governing Territories; it will also organize its regional annual seminars in the Caribbean and the Pacific, as well as visiting missions to the Non-Self-Governing Territories, in accordance with the relevant General Assembly resolutions. Moreover, the Committee will continue to enlist worldwide support for decolonization and formulate proposals with respect to the issues on its agenda and report thereon to the Assembly.

2.12 In support of the above-mentioned legislative bodies, especially the Special Committee, advice and substantive assistance will be provided to the Committee, including in its deliberations on the situation in the remaining 17 Non-Self-Governing Territories at the annual sessions; during the preparation and conduct of its seminars held alternately in the Caribbean and the Pacific regions; during visiting missions; and in any other activity carried out to implement the mandated programme of work of the Committee. Assistance will also be provided in improving the Committee's cooperation with the administering Powers, maintaining contacts with the representatives of the Non-Self-Governing Territories and developing relations with the organizations and agencies of the United Nations system, in accordance with the relevant General Assembly resolutions, aimed at achieving further progress in decolonization and bringing a complete end to colonialism. Supportive actions will include closely following the developments in the Non-Self-Governing Territories, conducting research and preparing working papers, reports and analytical and briefing materials. In addition, in cooperation with the Department of Public Information, information material, including publications and audio and visual programmes related to decolonization, will be prepared and disseminated to a wide audience, with a view to increasing the awareness of the international community with regard to the decolonization issues as well as in mobilizing international support for the achievement of the complete eradication of colonialism.

Subprogramme 5
Question of Palestine

Objective of the Organization: To enable the Palestinian people to exercise their inalienable rights through a comprehensive, just and lasting settlement of the question of Palestine

Expected accomplishments of the Secretariat	Indicators of achievement
Heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine through the work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People and the Division for Palestinian Rights	(i) Sustained level of dialogue, engagement and support on the part of the international community for the programme's objectives (ii) Continued involvement of civil society organizations in support of the efforts of the Committee and the United Nations towards a comprehensive, just and lasting settlement of the question of Palestine (iii) Increase in international awareness of the question of Palestine, including through an increased number of quality briefing notes, informational materials and resources provided by the Division for Palestinian Rights

Strategy

2.13 Substantive responsibility for implementing subprogramme 5 is vested in the Division for Palestinian Rights. The Division provides substantive and secretariat support to the Committee on the Exercise of the Inalienable Rights of the Palestinian People, established by the General Assembly, in its deliberations and the implementation of its annual programmes of work, which focus on promoting a negotiated comprehensive, just and lasting settlement of the question of Palestine in all its aspects in accordance with international legitimacy, including the full and effective implementation of the Israeli-Palestinian agreements. Supportive action by the United Nations will continue until all aspects of the question of Palestine are resolved in a satisfactory manner in accordance with international law. Assistance will also be provided to the Committee in mobilizing international support and assistance for the Palestinian people, including capacity-building, such as an annual training programme for staff of the Government of Palestine. Under the auspices of the Committee, thematic international meetings and conferences will be convened to increase awareness of the various aspects of the question of Palestine and to promote dialogue among the parties concerned, including Governments, intergovernmental organizations, entities of the United Nations system and civil society organizations, and concerted action in support of the inalienable rights of the Palestinian people. In addition, and for the same purposes, under the guidance of the Committee, informational materials and resources on the question of Palestine will be developed and updated, including publications, the United Nations website and the United Nations Information System on the Question of Palestine.

Subprogramme 6
Counter-Terrorism Implementation Task Force

Objective of the Organization: To enhance the capacity of Member States to respond effectively to the threat of international terrorism

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective implementation of the United Nations Global Counter-Terrorism Strategy	(a) (i) Increase in the number of joint initiatives within the United Nations system and other participating entities (ii) Increase in the number of countries receiving coordinated United Nations assistance for the integrated implementation of the Global Strategy
(b) Enhanced collaboration among Member States, entities of the United Nations system, other international and regional organizations, and civil society partners to implement the United Nations Global Counter-Terrorism Strategy	(b) Increase in the number of initiatives and activities undertaken by the Counter-Terrorism Implementation Task Force with Member States, international and regional organizations, and civil society to promote the implementation of the Global Strategy

Strategy

2.14 Substantive responsibility for subprogramme 6 is vested in the Office of the Counter-Terrorism Implementation Task Force, which plays the central role in ensuring overall coordination and coherence in the counter-terrorism efforts of the United Nations system. The Office will continue to support the efforts of Member States to implement all four pillars of the United Nations Global Counter-Terrorism Strategy by coordinating efforts of United Nations system entities that offer their experience and advice to Member States. The Office will enhance partnerships with Member States, relevant regional and subregional organizations and civil society to strengthen implementation of the Strategy and enhance access to assistance, information and good practices to that end. The Office will also address issues related to the overall United Nations response to global terrorism challenges.

Subprogramme 7
Office of the United Nations Special Coordinator for the Middle East Peace Process

Objective of the Organization: To advance the Middle East peace process towards a comprehensive, just and lasting peace

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Participants will re-engage in taking parallel steps towards a lasting peace	(a) Increased frequency of negotiations between parties involved in the conflict, with support of the United Nations
(b) Mobilization of resources for improving the humanitarian conditions and development needs of the Palestinian people	(b) The level of resources made available for improving the socioeconomic conditions of the Palestinian people is maintained in accordance with their needs
(c) Coordinated response to the humanitarian and development needs of the Palestinian people and institutions	(c) Increase in the number of coordinated activities carried out by the United Nations system in accordance with the integrated strategic framework, the United Nations Development Assistance Framework and the consolidated appeals process

Strategy

2.15 The Office of the United Nations Special Coordinator for the Middle East Peace Process will continue to provide good offices and other forms of diplomatic engagement in Palestine, Israel and the region to promote conflict resolution and prevention, taking into account diplomatic, cultural and gender perspectives. The Office will act as a focal point for the United Nations in its efforts to encourage and engage the parties and the international community through increased planning, negotiations and consultations, with a view to making progress towards a two-State solution. The Office will expand its range of interlocutors, including in the region, to include stakeholders able to provide further insight into potential resolutions of the legitimate concerns of the parties.

2.16 The Office will enhance the roles of the Resident and Humanitarian Coordinator, and continue to support integration of the work of the United Nations agencies in Palestine. It will further guide the international community and United Nations agencies in the coordination, mobilization, management and allocation of development and humanitarian assistance to the Palestinian people. This response should increasingly focus on the development and reform of Palestinian institutions to ensure that they can provide direct, equitable and sustainable assistance to the Palestinian people. Such a focus requires increased coordination within the international community and tools for greater alignment with Palestinian priorities and systems.

Subprogramme 8
Peacebuilding Support Office

Objective of the Organization: To enhance consolidation of peace in post-conflict countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective and efficient functioning of the Peacebuilding Commission in support of post-conflict countries	(a) (i) Number of briefing notes, background papers, policy initiatives/papers to advise the Peacebuilding Commission provided on a timely basis and with the highest standard of quality
	(ii) Number of formal reports/notes prepared in preparation for or as précis of the annual session of the Peacebuilding Commission, meetings of the Organizational Committee and country-specific meetings of the Peacebuilding Commission
	(iii) Number of interactions facilitated by the Peacebuilding Support Office between representatives of the Peacebuilding Commission and relevant United Nations system stakeholders, as well as representatives of political stakeholders at the ambassadorial or capital level, bilateral donors, multilateral donor institutions (international financial institutions) and regional organizations
	(iv) Percentage of recommendations from the 2015 review of the United Nations peacebuilding architecture pertaining to the Office's support of the Peacebuilding Commission implemented by the Office
(b) Effective mobilization of resources for the Peacebuilding Fund and the efficient allocation to prevent relapse into conflict	(b) (i) Annual fund-raising target of $100 million pledges to the Peacebuilding Fund is reached
	(ii) All funds raised in the previous year allocated within the subsequent year
	(iii) Total percentage of funding decisions made by the Peacebuilding Support Office Appraisal Committee within four weeks of request

	(iv) Maintained percentage of allocation of the Peacebuilding Fund to countries on the Peacebuilding Commission's agenda
(c) Enhanced effectiveness of the United Nations support to national peacebuilding efforts	(c) Increased number of additional policies and formal guidance notes agreed by the Senior Peacebuilding Group

Strategy

2.17 The United Nations peacebuilding architecture, consisting of the Peacebuilding Commission, the Peacebuilding Fund and the Peacebuilding Support Office, was established by concurrent resolutions of the General Assembly (resolution 60/180) and the Security Council (resolutions 1645 (2005) and 1646 (2005)). The Peacebuilding Support Office supports the work of the Peacebuilding Commission in all its substantive aspects and oversees the operations of the Peacebuilding Fund.

2.18 The key task of the Peacebuilding Commission, as an intergovernmental political body based in New York, is to bring to bear the collective weight of Member States, including political stakeholders, donors, troop contributors and relevant others, in efforts to advocate, marshal resources and enhance the coherence of international engagement in support of the United Nations leadership and mandates assisting national peacebuilding efforts in countries emerging from conflict.

2.19 The Peacebuilding Support Office will continue to support the work of the Peacebuilding Commission by preparing analytical background documents and briefing notes that facilitate its engagement, by drafting notes or reports on the Commission's meetings, and by facilitating the interaction between the Commission and the United Nations system and other stakeholders.

2.20 The Office will also support the Commission in implementing the findings emanating from the review of the United Nations peacebuilding architecture mandated to take place in 2015 by the General Assembly and the Security Council.

2.21 The Peacebuilding Support Office will also promote collaboration among relevant entities of the United Nations system to ensure enhanced support for the work of the Peacebuilding Commission and to promote a coherent and more effective approach to peacebuilding through the capturing of lessons learned and good practices from the United Nations system engagement in countries emerging from conflict. The Office's function of supporting the Commission will therefore extend to ensuring a more coherent approach of the United Nations in countries that receive advice from the Commission.

2.22 As part of its effort to promote a coherent approach of the United Nations to peacebuilding and to strengthen synergy with other entities of the United Nations system, the Peacebuilding Support Office convenes the Senior Peacebuilding Group, which brings together representatives of relevant departments, funds and programmes at the level of Assistant Secretary-General and the Peacebuilding Contact Group at the working level to discuss substantive peacebuilding issues, including to review proposals from the field for the Peacebuilding Fund. The Office also participates in various interdepartmental committees, as well as the committees convened by the Secretary-General, such as the Policy Committee, to ensure involvement of the operational arms of the United Nations.

2.23 The Peacebuilding Fund contributes to consolidating peace by funding projects designed to respond to imminent threats to the peace process, build or strengthen national capacities to promote peaceful resolution of conflict, stimulate economic revitalization and re-establish essential administrative services. The Peacebuilding Support Office will review project proposals, share the reviews with entities of the United Nations system and make recommendations on allocation of funding subject to the approval of the Secretary-General.

Subprogramme 9
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

Objective of the Organization: To establish and maintain a Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory in accordance with General Assembly resolution ES-10/17

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progressive registration of damage claim forms	(a) (i) Additional number of damage claim forms collected
	(ii) Additional number of damage claim forms processed by the Office of the United Nations Register of Damage
	(iii) Additional number of damage claim forms reviewed and registered by the Board of the Register out of those processed by the Office of the Register
(b) Increased public awareness of the affected Palestinian natural and legal persons about the possibility of and the requirements for filing claim forms	(b) Additional number of affected natural and legal persons informed about the possibility of and the requirements for filing a damage claim form

Strategy

2.24 The Office of the United Nations Register of Damage will remain active for the duration of the registration process. The establishment of the Register is a continuous process, which will take several years, given the continued construction of the Wall, which may result in new damage claims. The Register of Damage will include paper and electronic versions of the claims, which will be safeguarded at the Office of the Register of Damage. By the end of the biennium 2014-2015 it is expected that about 80 per cent of claims will have been collected. The Office will continue to inform the Palestinian public about the possibility of and the requirements for filing claim forms and will provide technical assistance in filing them through a team of locally recruited claim intakers trained by the Office of the Register. The Office will be responsible for maintaining the archive of the Register.

Subprogramme 10
United Nations Office to the African Union

Objective of the Organization: To enhance the United Nations strategic partnership with the African Union in the areas of peace and security, including the capacities to jointly address challenges to peace and security in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced cooperation and coordination between the United Nations and the African Union in all stages of the conflict cycle: from the earliest indicators of potential conflict and the planning of conflict prevention support to joint and/or mutually supportive response to conflict	(a) (i) Increase in the number of joint United Nations-African Union initiatives, including assessment missions, reports and strategic plans
	(ii) All African Union-led Peace Support Operations are fully operational in fulfilment of their authorized mandates
	(iii) Action plan to meet the United Nations-African Union partnership development needs and priorities is implemented, according to agreed timelines
(b) Enhanced conflict mitigation in southern and eastern Africa, in coordination with the African Union and subregional organizations	(b) Effective response to requests from United Nations Headquarters for support in devising and implementing good offices initiatives in all regions in southern and eastern Africa

Strategy

2.25 The main objectives of the United Nations Office to the African Union are to: (a) further develop and implement the strategic partnership between the United Nations and the African Union in the area of peace and security; and (b) to partner with the African Union in efforts to enhance capacities to jointly address challenges to peace and security in Africa. The Office is intended to provide an improved mechanism for cooperation and collaboration at the regional level, primarily with the African Union and subregional organizations throughout Africa. The Office seeks to build a common United Nations-African Union understanding of the causes and drivers of conflicts and potential conflicts, from which collaborative initiatives to prevent, manage and resolve conflicts can be developed. The Office works closely with United Nations peacekeeping operations and special political missions on the continent and, in so doing, enhances United Nations peace and security relations with the African Union. Furthermore, it provides support to United Nations good offices initiatives in southern and eastern Africa, in coordination with the African Union and the respective subregional organizations.

2.26 The Office furthermore seeks to consolidate the partnership with the African Union in the planning and management of peace operations and the development of institutional capacities to strengthen the partnership in initiatives geared towards preventing, managing and resolving conflicts. In this regard, the Office coordinates its work with other United Nations actors, including by chairing the peace and security cluster of United Nations offices, funds and programmes working with the African Union in the area of peace and security. The Office also participates in the mechanisms in Addis Ababa that coordinate donors and other partners.

Legislative mandates

Subprogramme 1
Prevention, management and resolution of conflicts

Charter of the United Nations, in particular Article 99

General Assembly resolutions

47/120 A	An Agenda for Peace: preventive diplomacy and related matters
47/120 B	An Agenda for Peace
52/12 A and B	Renewing the United Nations: a programme for reform
57/5	Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion
57/26	Prevention and peaceful settlement of disputes
57/157	Cooperation between the United Nations and the Organization of American States
57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa
57/298	Cooperation between the United Nations and the Organization for Security and Cooperation in Europe
57/337	Prevention of armed conflict
59/310	Cooperation between the United Nations and the Economic Community of Central African States
60/1	World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
60/285	The situation in the occupied territories of Azerbaijan
60/288	The United Nations Global Counter-Terrorism Strategy

61/51	Cooperation between the United Nations and the Southern African Development Community
61/53	Maintenance of international security — good-neighbourliness, stability and development in South-Eastern Europe
61/230	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and promotion of durable peace and sustainable development in Africa
61/269	High-level Dialogue on Interreligious and Intercultural Understanding and Cooperation for Peace
61/293	Prevention of armed conflict
61/294	Zone of peace and cooperation in the South Atlantic
63/10	Cooperation between the United Nations and the Asian-African Legal Consultative Organization
63/11	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
63/12	Cooperation between the United Nations and the Latin American and Caribbean Economic System
63/13	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
63/14	Cooperation between the United Nations and the Council of Europe
63/15	Cooperation between the United Nations and the Eurasian Economic Community
63/19	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development
63/22	Promotion of interreligious and intercultural dialogue, understanding and cooperation for peace
63/23	Promoting development through the reduction and prevention of armed violence
63/24	Cooperation between the United Nations and the Inter-Parliamentary Union
63/34	Cooperation between the United Nations and the Caribbean Community
63/35	Cooperation between the United Nations and the Association of Southeast Asian Nations
63/86	Strengthening of security and cooperation in the Mediterranean region

63/105	Question of Western Sahara
63/115	Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons
63/143	Cooperation between the United Nations and the Community of Portuguese-speaking Countries
63/161	Indigenous issues
63/200	Cooperation between the United Nations and the Pacific Islands Forum
63/236	Cooperation between the United Nations and the International Organization of la Francophonie
63/261	Strengthening the Department of Political Affairs
63/267	New Partnership for Africa's Development: progress in implementation and international support
63/281	Climate change and its possible security implications
63/301	Situation in Honduras: democracy breakdown
63/308	The responsibility to protect
63/310	Cooperation between the United Nations and the African Union
64/6	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba
64/7	International Commission against Impunity in Guatemala
64/10	Follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
64/12	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
64/14	The Alliance of Civilizations
64/109	The role of diamonds in fuelling conflict: breaking the link between the illicit transaction of rough diamonds and armed conflict as a contribution to prevention and settlement of conflicts
64/116	The rule of law at the national and international levels
64/118	Measures to eliminate international terrorism
64/123	Observer status for the International Conference on the Great Lakes Region of Africa in the General Assembly

64/124	Observer status for the Parliamentary Assembly of the Mediterranean in the General Assembly
64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding
64/137	Intensification of efforts to eliminate all forms of violence against women
64/155	Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization
64/189	Unilateral economic measures as a means of political and economic coercion against developing countries
64/223	Towards global partnerships
64/238	Situation of human rights in Myanmar
64/252	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
64/254	Second follow-up to the report of the United Nations Fact-Finding Mission on the Gaza Conflict
66/253 A and B	The situation in the Syrian Arab Republic
	Appointment of the Joint Special Envoy of the United Nations and the League of Arab States for Syria
67/6	Cooperation between the United Nations and the Collective Security Treaty Organization
67/11 A and B	Cooperation between the United Nations and the League of Arab States
67/14	Cooperation between the United Nations and the Economic Cooperation Organization
67/15	Cooperation between the United Nations and the Shanghai Cooperation Organization
67/19	Status of Palestine in the United Nations
67/264	Cooperation between the United Nations and the Organization of Islamic Cooperation
68/15	Peaceful settlement of the question of Palestine
68/16	Jerusalem
68/17	The Syrian Golan
68/76	Assistance to Palestine refugees

68/79	Palestine refugees' properties and their revenues
68/100	Assistance to the Palestinian people
68/127	A world against violence and violent extremism

Security Council resolutions/presidential statements and other documents

1196 (1998)	Importance of strengthening the effectiveness of arms embargoes in Africa
1197 (1998)	Support for regional and subregional initiatives on Africa and the strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace
1208 (1998)	Maintenance of the civilian and humanitarian character of refugee camps and settlements in Africa
1209 (1998)	Stemming the illicit arms flows to and in Africa
1318 (2000)	Declaration on ensuring an effective role for the Security Council in the maintenance of international peace and security, particularly in Africa
1325 (2000)	Women and peace and security
1366 (2001)	Prevention of armed conflict
1631 (2005)	Cooperation with regional organizations in maintaining international peace and security
1645 (2005)	Post-conflict peacebuilding
1646 (2006)	Post-conflict peacebuilding
1699 (2006)	General issues related to sanctions
1810 (2008)	Non-proliferation of weapons of mass destruction
1820 (2008)	Women and peace and security
1882 (2009)	Children and armed conflict
1887 (2009)	Maintenance of international peace and security: nuclear non-proliferation and nuclear disarmament
1888 (2009)	Women and peace and security
1889 (2009)	Women and peace and security
1894 (2009)	Protection of civilians in armed conflict
1904 (2009)	Threats to international peace and security caused by terrorist acts
1907 (2009)	Peace and security in Africa

2005 (2011)	Mandate of the United Nations Integrated Peacebuilding Office in Sierra Leone
2018 (2011)	Piracy in the Gulf of Guinea
S/PRST/2011/4	Maintenance of international peace and security: the interdependence between security and development
S/PRST/2012/2	Piracy in the Gulf of Guinea
S/PRST/2012/11	Arms purchase by Sierra Leone
S/PRST/2012/21	Special Court for Sierra Leone
S/PRST/2012/25	Elections in Sierra Leone
2039 (2012)	Piracy in the Gulf of Guinea
2048 (2012)	Efforts towards the restoration of constitutional order in Guinea-Bissau
2065 (2012)	Mandate of the United Nations Integrated Peacebuilding Office in Sierra Leone
2092 (2013)	Mandate of the United Nations Integrated Peacebuilding Office in Guinea-Bissau
2097 (2013)	Mandate of the United Nations Integrated Peacebuilding Office in Sierra Leone
2103 (2013)	Mandate of the United Nations Integrated Peacebuilding Office in Guinea-Bissau
2118 (2013)	Destruction of chemical weapons in the Syrian Arab Republic
S/PRST/2013/13	Piracy in the Gulf of Guinea
S/PRST/2013/19	Efforts towards the restoration of constitutional order in Guinea-Bissau and the mandate of the United Nations Integrated Peacebuilding Office in Guinea-Bissau
S/2010/660, annex	Draft mandate of the United Nations Office for West Africa

Subprogramme 2
Electoral assistance

General Assembly resolution

68/164	Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization

Subprogramme 3
Security Council affairs

Charter of the United Nations, in particular Articles 1, 7, 12 (2), 15, 24, 28, 29, 30, 45, 46, 47 and 50

General Assembly resolutions

686 (VII)	Ways and means for making the evidence of customary international law more readily available
55/222	Pattern of conferences
64/115	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
66/233	Pattern of conferences

Security Council resolutions

Resolutions and decisions pertaining to the establishment and mandates of subsidiary organs created by the Council under the terms of Article 29 of the Charter of the United Nations, including resolutions 751 (1992) and 1907 (2009), 1267 (1999) and 1989 (2011), 1373 (2001), 1518 (2003), 1521 (2003), 1533 (2004), 1540 (2004), 1572 (2004), 1591 (2005), 1636 (2005), 1718 (2006), 1737 (2006), 1970 (2011), 1988 (2011), 2048 (2012) and 2127 (2013)

Subprogramme 4
Decolonization

General Assembly resolutions

1514 (XV)	Declaration on the Granting of Independence to Colonial Countries and Peoples
1541 (XV)	Principles which should guide Members in determining whether or not an obligation exists to transmit the information called for under Article 73 *e* of the Charter
1654 (XVI)	The situation with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
2621 (XXV)	Programme of action for the full implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
58/316	Further measures for the revitalization of the work of the General Assembly (annex, sect. D, para. 4 (b), Question of the Falkland Islands (Malvinas))
65/119	Third International Decade for the Eradication of Colonialism
68/87	Information from Non-Self-Governing Territories transmitted under Article 73 *e* of the Charter of the United Nations

68/88	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories
68/89	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
68/90	Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories
68/91	Question of Western Sahara
68/92	Question of New Caledonia
68/93	Question of French Polynesia
68/94	Question of Tokelau
68/95 A and B	Questions of American Samoa, Anguilla, Bermuda, the British Virgin Islands, the Cayman Islands, Guam, Montserrat, Pitcairn, Saint Helena, the Turks and Caicos Islands and the United States Virgin Islands A. General B. Individual territories
68/96	Dissemination of information on decolonization
68/97	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples

Subprogramme 5
Question of Palestine

General Assembly resolutions

3376 (XXX)	Question of Palestine
32/40 B	Question of Palestine
34/65 D	Question of Palestine
38/58 B	Question of Palestine
46/74 B	Question of Palestine
64/16	Committee on the Exercise of the Inalienable Rights of the Palestinian People
64/17	Division for Palestinian Rights of the Secretariat

Subprogramme 6
Counter-Terrorism Implementation Task Force

General Assembly resolution

64/235	Institutionalization of the Counter-Terrorism Implementation Task Force

Subprogramme 7
Office of the United Nations Special Coordinator for the Middle East Peace Process

General Assembly resolutions

49/88	Middle East peace process
68/15	Peaceful settlement of the question of Palestine
68/17	The Syrian Golan
68/84	The occupied Syrian Golan
68/100	Assistance to the Palestinian people

Subprogramme 8
Peacebuilding Support Office

General Assembly resolutions

60/180	The Peacebuilding Commission
60/261	Election of seven members of the Organizational Committee of the Peacebuilding Commission
60/287	The Peacebuilding Fund
62/245	Special subjects relating to the programme budget for the biennium 2008-2009 (sect. II: Financing of field missions of the Peacebuilding Commission)
63/282	The Peacebuilding Fund

Security Council resolutions

1645 (2005)	Post-conflict peacebuilding
1646 (2005)	Post-conflict peacebuilding
1947 (2010)	Post-conflict peacebuilding

Subprogramme 9
United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

General Assembly resolution

ES-10/17	Establishment of the United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory

Subprogramme 10
United Nations Office to the African Union

General Assembly resolutions

52/220	Questions relating to the proposed programme budget for the biennium 1998-1999
60/268	Support account for peacekeeping operations
64/288	Financing of the United Nations Office to the African Union

Security Council resolutions

1744 (2007)	Situation in Somalia
1769 (2007)	Reports of the Secretary-General on the Sudan
1772 (2007)	Situation in Somalia
2033 (2012)	Cooperation between the United Nations and regional and subregional organizations in maintaining international peace and security

Programme 3
Disarmament

Overall orientation

3.1 General and complete disarmament under strict and effective international control remains the ultimate goal of all efforts exerted in the field of disarmament. The main responsibilities for disarmament lie with Member States. The United Nations, in accordance with its Charter, has a central role and primary responsibility in supporting Member States in this area.

3.2 The mandate for the programme is derived from the priorities established in relevant General Assembly resolutions and decisions in the field of disarmament, including the Final Document of the Tenth Special Session of the General Assembly, the first special session devoted to disarmament (resolution S-10/2). The programme is also guided by the United Nations Millennium Declaration (resolution 55/2). Weapons of mass destruction, in particular nuclear weapons, continue to be of primary concern to the Organization owing to their destructive power and the threat that they pose to humanity. Conventional weapons, small arms, light weapons, landmines and cluster munitions have received increased attention from the international community.

3.3 Within the Secretariat, substantive responsibility for the programme is vested in the Office for Disarmament Affairs. The strategy of the Office in meeting the programme's objectives is designed around five subprogrammes and is based on its role in and responsibility for facilitating and encouraging, as appropriate, measures aimed at disarmament and non-proliferation in all its aspects and at all levels, in particular weapons of mass destruction. The Office will continue to assist Member States in promoting, strengthening and consolidating multilaterally negotiated principles and norms in all areas of disarmament and non-proliferation in all its aspects. It will support efforts of Member States in the areas of disarmament and non-proliferation in all its aspects in order to promote international peace and security and contribute to global efforts against terrorism. The Office will enhance its capacity for more in-depth analysis, keeping track of developments in those areas, and provide Member States with timely and practical advice, as requested.

3.4 The Office will assist States in increasing understanding of the relationship between disarmament and development. It will promote transparency, based on the principle of undiminished and increased security for all, and confidence-building measures in the field of disarmament. Through its regional centres for peace and disarmament, the Office will assist Member States in promoting regional approaches to disarmament and non-proliferation in all its aspects and regional and international peace and security.

3.5 The Office will seek to achieve the objectives of the programme by facilitating the process of multilateral deliberation and negotiation. This will include providing substantive organizational support to the First Committee, the Disarmament Commission and other subsidiary bodies of the General Assembly, the Conference on Disarmament and its subsidiary bodies, review conferences and other meetings of parties to multilateral disarmament agreements as required by States parties to such instruments and entities, as well as to expert groups mandated by the General Assembly.

3.6 The Office will continue to be a source of impartial and factual information on disarmament and related security matters for Member States, organizations of the United Nations system and intergovernmental, regional and non-governmental organizations and will expand its educational outreach programmes. Training and advisory services will continue to be provided, through the United Nations Disarmament Fellowship, Training and Advisory Services Programme and the United Nations Institute for Disarmament Research, to Member States, in particular developing countries, to enable them to enhance their expertise in disarmament so that they can participate more effectively in international deliberating and negotiating forums.

3.7 The continued implementation of a gender plan of action aimed at raising awareness of gender mainstreaming in disarmament affairs will continue to be an integral part of the activities of the programme.

Subprogramme 1
Multilateral negotiations and deliberations on disarmament and arms limitation

Objective of the Organization: To support multilateral negotiations and deliberations on agreements on disarmament, arms limitation and non-proliferation in all its aspects and to provide support as required by States parties to the existing multilateral agreements in those areas

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective support to negotiations in the Conference on Disarmament and in conferences and meetings of States parties to various multilateral agreements on disarmament, arms limitation and non-proliferation in all its aspects at the organizational, procedural and substantive levels	(a) (i) Increased acknowledgment by presidents and chairs of subsidiary bodies and by Member and observer States of the Conference on Disarmament of the effectiveness of substantive and procedural support and the efficiency of organizational services
	(ii) Increased acknowledgment by chairs of conferences and meetings of States parties, as well as individual States parties and other participants, of the effectiveness of substantive and procedural support and the efficiency of organizational services
(b) Effective support for the timely implementation of decisions, recommendations and programmes of action adopted by the General Assembly and by conferences and meetings of States parties to various multilateral disarmament, arms control and non-proliferation agreements	(b) (i) Increased reporting by Member States on their steps to implement treaty obligations, decisions, recommendations and programmes of action adopted by the General Assembly
	(ii) Increased provision of information by States parties for populating the databases mandated under multilateral disarmament agreements

	(iii) The number of visits to and page views of the websites of the Office for Disarmament Affairs and the United Nations Office at Geneva
(c) Enhanced expertise of Member States in the field of disarmament and non-proliferation, including through the United Nations Disarmament Fellowship, Training and Advisory Services Programme, as well as improved gender balance of Programme participants	(c) (i) Increased percentage of Member States, in particular developing countries, interested in the United Nations Disarmament Fellowship, Training and Advisory Services Programme (ii) Increased number of alumni of the United Nations Disarmament Fellowship, Training and Advisory Services Programme in the United Nations bodies, meetings and conferences dealing with disarmament and non-proliferation (iii) Increased percentage of female participants in the United Nations Disarmament Fellowship, Training and Advisory Services Programme

Strategy

3.8 The subprogramme is implemented by the Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva. The objective of the subprogramme will be pursued by:

(a) Providing organizational and substantive support, including sound advice on procedures and practices, to the Conference on Disarmament and to conferences and meetings of States parties to various multilateral disarmament and arms limitation agreements;

(b) Assisting Member States, at their request, in consensus-building by providing timely and comprehensive information, including policy and procedural options;

(c) Supporting the implementation of decisions, recommendations and programmes of action adopted by the General Assembly as well as those adopted by conferences and meetings of States parties to various multilateral disarmament, non-proliferation and arms limitation agreements;

(d) Providing specialized training in the field of disarmament and arms limitation, including non-proliferation in all its aspects, to Member States, in particular developing countries, including through the United Nations Disarmament Fellowship, Training and Advisory Services Programme, and promoting gender-balanced participation in the Programme;

(e) Monitoring and assessing trends in disarmament and arms limitation and non-proliferation in all its aspects to provide Member States and other participants in United Nations disarmament-related conferences and meetings with timely, accurate and factual information;

(f) Assisting Member States, in particular developing countries, at their request, in capacity-building and the holding of disarmament conferences, seminars and workshops by providing substantive support on a non-discriminatory basis.

Subprogramme 2
Weapons of mass destruction

Objective of the Organization: To promote and support the efforts for disarmament and non-proliferation in all its aspects of nuclear weapons and all other weapons of mass destruction and their means of delivery and to assist Member States, at their request, in supporting existing treaties and mandates related to weapons of mass destruction

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective and enhanced facilitation of the process of negotiations, deliberations and consensus-building on the total elimination of all weapons of mass destruction, in particular nuclear weapons, on disarmament and non-proliferation in all its aspects, delivery systems and outer space, and universality of international instruments dealing with weapons of mass destruction, in particular nuclear weapons, by Member States and States parties, at their request	(a) (i) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided, as expressed by Member States (ii) Increased number of requests for expertise to support negotiations and deliberations on disarmament and non-proliferation of weapons of mass destruction consensus-building and implementation efforts
(b) Enhanced knowledge, understanding and multilateral cooperation within the existing mandates, as well as the ability to support investigation of the possible use of chemical and bacteriological (biological) or toxin weapons in accordance with its mandate, defined in General Assembly resolution 42/37 C, and to respond to challenges relating to the acquisition and use of weapons of mass destruction by non-State actors	(b) (i) Increased number of requests to the Weapons of Mass Destruction Branch for assistance and substantive input and advice on issues related to the work of the Branch (ii) Number of visits to and page views of the Branch's website (iii) Number of requests from Member States and international and regional organizations to provide support at events and seminars aimed at enhancing capacity and assistance in their implementation of obligations relating to disarmament and non-proliferation of weapons of mass destruction and their means of delivery

Strategy

3.9 The subprogramme is implemented by the Weapons of Mass Destruction Branch. The objective of the subprogramme will be pursued by:

(a) Supporting Member States in their negotiations, deliberations and consensus-building in the areas of disarmament and non-proliferation of weapons of mass destruction, in particular nuclear weapons and their means of delivery, as well as assisting Member States, at their request, in their efforts to achieve the full implementation and universalization of multilateral agreements and to prevent terrorist groups from acquiring weapons of mass destruction;

(b) Enhancing cooperation in accordance with existing arrangements and agreements with other relevant intergovernmental organizations, as well as expanding interaction with civil society, in particular research and academic institutions and non-governmental organizations working in the area of disarmament and non-proliferation of weapons of mass destruction and their delivery systems;

(c) Monitoring and assessing current and future trends in the area of weapons of mass destruction, including nuclear weapons, with a view to achieving enhanced capacity to provide Member States with timely and accurate information and analysis;

(d) Assisting Member States, at their request, in building consensus by providing timely and comprehensive information, including policy and procedural options.

Subprogramme 3
Conventional arms (including practical disarmament measures)

Objective of the Organization: To promote greater mutual confidence among Member States in the field of conventional arms and facilitate their efforts in deliberations on the regulation and limitation of conventional weapons, taking into account the legitimate needs of States for self-defence

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective facilitation of implementation by Member States of the 2001 Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects using available tools, within the agreed mandate	(a) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided, as expressed by Member States
(b) Effective facilitation of the participation by Member States in the United Nations instruments on confidence-building measures in military and security matters	(b) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided, as expressed by Member States

Strategy

3.10 The subprogramme is implemented by the Conventional Arms Branch. The objective of the subprogramme will be pursued by:

(a) Promoting and supporting Member States' efforts to prevent illicit trade in small arms and light weapons through the effective implementation of the United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects and the International Instrument to Enable States to Identify and Trace, in a Timely and Reliable Manner, Illicit Small Arms and Light Weapons;

(b) Supporting efforts of the United Nations system to address the challenges posed by the illicit trade in small arms and light weapons through the inter-agency Coordinating Action on Small Arms mechanism;

(c) Strengthening cooperation with regard to the issue of ammunition for conventional arms;

(d) Promoting transparency in conventional arms issues among States through the United Nations Register of Conventional Arms and the United Nations Report on Military Expenditures.

Subprogramme 4
Information and outreach

Objective of the Organization: To increase the awareness, understanding and knowledge of Member States and the public on disarmament issues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely provision, increased utilization and improved access to factual and objective information and education materials of the Office for Disarmament Affairs	(a) (i) Increased percentage of users indicating the usefulness of disarmament materials
	(ii) The number of visits to and page views of the website of the Office for Disarmament Affairs
(b) Timely access to factual and objective information by end users through print and electronic means regarding various aspects of disarmament	(b) Increased percentage of information materials made available within the prescribed deadlines

Strategy

3.11 The subprogramme is implemented by the Information and Outreach Branch. The objective of the subprogramme will be pursued by:

(a) Continuing to carry out information and outreach activities in cooperation with other relevant departments within the United Nations Secretariat, notably the Department of Public Information;

(b) Enhancing the work of the Secretary-General's Advisory Board on Disarmament Matters, including through periodic reviews of working methods and ensuring gender balance and equitable geographical distribution of its composition;

(c) Implementation, as relevant, of the recommendations of the 2002 United Nations study on disarmament and non-proliferation education by or in cooperation with relevant United Nations offices, disarmament-related international organizations and regional organizations, as well as civil society organizations, especially non-governmental and academic organizations;

(d) Furthering collaboration with the United Nations Institute for Disarmament Research;

(e) Enhancing the use of electronic media for the dissemination and exchange of information, in particular by developing specialized web pages for end users;

(f) Facilitating the participation of civil society, especially non-governmental organizations, in disarmament-related conferences and meetings, including access to documentation, the organization of oral presentations, the holding of special events and the mounting of exhibits, in accordance with established rules of procedure.

Subprogramme 5
Regional disarmament

Objective of the Organization: To promote and enhance international efforts towards global disarmament and international peace and security through the support and promotion of regional disarmament efforts and initiatives using approaches freely arrived at among the States of the region and taking into account the legitimate requirements of States for self-defence and the specific characteristics of each region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective facilitation of regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security	(a) (i) Degree of satisfaction with the quality and timeliness of the organizational and substantive services provided (ii) The number of activities (regional consultations, regional symposiums, capacity-building workshops and/or training activities, publications, advocacy and outreach activities related to the universalization of treaties and the full implementation of resolutions) undertaken at the national, subregional and regional levels

(b) Greater cooperation, within each region and subregion, between the Office for Disarmament Affairs and States and international, regional and subregional organizations in the areas of disarmament and non-proliferation in all its aspects, as well as regional and international peace and security	(b) (i) Degree of satisfaction with the quality of advisory, organizational and substantive services provided by the Regional Disarmament Branch at the regional, subregional and national levels
	(ii) Increased number of requests for assistance from Member States and regional and subregional organizations
(c) Enhanced capacity of national, subregional and regional entities to implement measures related to disarmament and non-proliferation in all its aspects as well as regional and international peace and security measures	(c) The number of actions taken by the Regional Disarmament Branch to assist national, subregional and regional entities in implementing measures related to disarmament and non-proliferation in all its aspects

Strategy

3.12 The subprogramme is implemented by the Regional Disarmament Branch, comprising the Regional Activities Unit, the Regional Centre for Peace and Disarmament in Africa, the Regional Centre for Peace and Disarmament in Asia and the Pacific and the Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean. The objective of the subprogramme will be pursued by:

(a) Undertaking advocacy and promoting regional cooperation among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security;

(b) Providing advice, information and assistance to Member States, at their request, as well as to regional organizations and arrangements and non-governmental organizations;

(c) Supporting national, regional and subregional implementation of existing multilateral instruments and resolutions on disarmament and non-proliferation in all its aspects;

(d) Supporting the capacity-building of national, subregional and regional entities in the implementation of disarmament, non-proliferation in all its aspects and regional and international peace and security measures.

Legislative mandates

General Assembly resolutions

S-10/2	Final Document of the Tenth Special Session of the General Assembly
38/183 O	Advisory Board on Disarmament Studies

42/37 C	Measures to uphold the authority of the 1925 Geneva Protocol and to support the conclusion of a chemical weapons convention
42/38 C	Notification of nuclear tests
44/116 O	Review Conference of the Parties to the Treaty on the Prohibition of the Emplacement of Nuclear Weapons and Other Weapons of Mass Destruction on the Sea-Bed and the Ocean Floor and in the Subsoil Thereof
47/54 G	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session
58/50	Reduction of non-strategic nuclear weapons
59/81	The Conference on Disarmament decision (CD/1547) of 11 August 1998 to establish, under item 1 of its agenda entitled "Cessation of the nuclear arms race and nuclear disarmament", an ad hoc committee to negotiate, on the basis of the report of the Special Coordinator (CD/1299) and the mandate contained therein, a non-discriminatory, multilateral and internationally and effectively verifiable treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices
59/95	Improving the effectiveness of the methods of work of the First Committee
60/55	Compliance with non-proliferation, arms limitation and disarmament agreements
60/68	Addressing the negative humanitarian and development impact of the illicit manufacture, transfer and circulation of small arms and light weapons and their excessive accumulation
60/73	Preventing the risk of radiological terrorism
61/67	Declaration of a fourth disarmament decade
62/40	Prevention of the illicit transfer and unauthorized access to and use of man-portable air defence systems
62/272	The United Nations Global Counter-Terrorism Strategy
63/55	Missiles
63/63	Establishment of a nuclear-weapon-free zone in Central Asia
64/35	International Day against Nuclear Tests
64/36	Convention on Cluster Munitions
64/47	Renewed determination towards the total elimination of nuclear weapons

64/52	Second Conference of the States Parties and Signatories of Treaties that Establish Nuclear-Weapon-Free Zones and Mongolia
65/61	Bilateral reductions of strategic nuclear arms and the new framework for strategic relations
65/66	Convening of the fourth special session of the General Assembly devoted to disarmament
65/127	Cooperation between the United Nations and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization
65/236	Cooperation between the United Nations and the Organization for the Prohibition of Chemical Weapons
66/21	Prohibition of the development and manufacture of new types of weapons of mass destruction and new systems of such weapons: report of the Conference on Disarmament
66/33	2015 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons and its Preparatory Committee
66/49	Compliance with non-proliferation, arms limitation and disarmament agreements and commitments
67/31	Treaty on a Nuclear-Weapon-Free Zone in Central Asia
67/35	Measures to uphold the authority of the 1925 Geneva Protocol
67/36	Effects of the use of armaments and ammunitions containing depleted uranium
67/42	The Hague Code of Conduct against Ballistic Missile Proliferation
67/43	Preventing and combating illicit brokering activities
67/46	Decreasing the operational readiness of nuclear weapons systems
67/47	United Nations study on disarmament and non-proliferation education
67/49	Information on confidence-building measures in the field of conventional arms
67/50	Consolidation of peace through practical disarmament measures
67/51	Preventing the acquisition by terrorists of radioactive sources
67/52	Mongolia's international security and nuclear-weapon-free status
67/53	Treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices
67/55	Nuclear-weapon-free southern hemisphere and adjacent areas

67/67	United Nations Disarmament Information Programme
67/68	United Nations disarmament fellowship, training and advisory services
68/23	Objective information on military matters, including transparency of military expenditures
68/24	Implementation of the Declaration of the Indian Ocean as a Zone of Peace
68/25	African Nuclear-Weapon-Free-Zone Treaty
68/26	Consolidation of the regime established by the Treaty for the Prohibition of Nuclear Weapons in Latin America and the Caribbean (Treaty of Tlatelolco)
68/27	Establishment of a nuclear-weapon-free zone in the region of the Middle East
68/28	Conclusion of effective international arrangements to assure non-nuclear-weapon States against the use or threat of use of nuclear weapons
68/29	Prevention of an arms race in outer space
68/30	Implementation of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction
68/31	The Arms Trade Treaty
68/32	Follow-up to the 2013 high-level meeting of the General Assembly on nuclear disarmament
68/33	Women, disarmament, non-proliferation and arms control
68/34	Assistance to States for curbing the illicit traffic in small arms and light weapons and collecting them
68/35	Follow-up to nuclear disarmament obligations agreed to at the 1995, 2000 and 2010 Review Conferences of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons
68/36	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control
68/37	Relationship between disarmament and development
68/38	Promotion of multilateralism in the area of disarmament and non-proliferation
68/39	Towards a nuclear-weapon-free world: accelerating the implementation of nuclear disarmament commitments
68/40	Reducing nuclear danger

68/41	Measures to prevent terrorists from acquiring weapons of mass destruction
68/42	Follow-up to the advisory opinion of the International Court of Justice on the legality of the threat or use of nuclear weapons
68/43	Transparency in armaments
68/44	National legislation on transfer of arms, military equipment and dual-use goods and technology
68/45	Implementation of the Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction
68/46	Taking forward multilateral nuclear disarmament negotiations
68/47	Nuclear disarmament
68/48	The illicit trade in small arms and light weapons in all its aspects
68/49	Treaty on the South-East Asia Nuclear-Weapon-Free Zone (Bangkok Treaty)
68/50	Transparency and confidence-building measures in outer space activities
68/51	United action towards the total elimination of nuclear weapons
68/52	Problems arising from the accumulation of conventional ammunition stockpiles in surplus
68/53	Prohibition of the dumping of radioactive wastes
68/54	Regional disarmament
68/55	Confidence-building measures in the regional and subregional context
68/56	Conventional arms control at the regional and subregional levels
68/57	United Nations regional centres for peace and disarmament
68/58	Convention on the Prohibition of the Use of Nuclear Weapons
68/59	United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific
68/60	United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean
68/61	United Nations Regional Centre for Peace and Disarmament in Africa
68/63	Report of the Disarmament Commission
68/64	Report of the Conference on Disarmament

68/65	The risk of nuclear proliferation in the Middle East
68/66	Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects
68/67	Strengthening of security and cooperation in the Mediterranean region
68/68	Comprehensive Nuclear-Test-Ban Treaty
68/69	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction
68/243	Developments in the field of information and telecommunications in the context of international security

General Assembly decisions

54/418	Advisory Board on Disarmament Matters
60/519	International instrument to enable States to identify and trace, in a timely and reliable manner, illicit small arms and light weapons
63/520	United Nations conference to identify appropriate ways of eliminating nuclear dangers in the context of nuclear disarmament
65/515	Maintenance of international security — good-neighbourliness, stability and development in South-Eastern Europe
66/513	Verification in all its aspects, including the role of the United Nations in the field of verification
66/514	Review of the implementation of the Declaration on the Strengthening of International Security
66/515	Role of science and technology in the context of international security and disarmament
66/516	Missiles
66/518	The arms trade treaty
66/519	Proposed programme of work and timetable of the First Committee for 2012
67/516	Missiles
68/515	Review of the implementation of the Declaration on the Strengthening of International Security
68/516	Role of science and technology in the context of international security and disarmament

68/517	Missiles
68/518	Treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices
68/519	Revitalizing the work of the Conference on Disarmament and taking forward multilateral disarmament negotiations

Security Council resolutions

1325 (2000)	Women and peace and security
1540 (2004)	Non-proliferation of weapons of mass destruction
1673 (2006)	Non-proliferation of weapons of mass destruction
1810 (2008)	Non-proliferation of weapons of mass destruction
1887 (2009)	High-level summit on nuclear disarmament and nuclear non-proliferation
1977 (2011)	Extended mandate for the Security Council Committee established pursuant to resolution 1540 (2004)
2055 (2012)	Non-proliferation of weapons of mass destruction
2117 (2013)	Small arms and light weapons

Programme 4
Peacekeeping operations

Overall orientation

4.1 The overall purpose of the programme is to support the maintenance of international peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandates of the programme are provided in relevant resolutions of the Security Council and the General Assembly.

4.2 The programme comprises the Department of Peacekeeping Operations and the Department of Field Support. The Department of Peacekeeping Operations closely coordinates four interdependent and complementary subprogrammes (operations, military, rule of law and security institutions, and policy, evaluation and training) and integrates cross-cutting responsibilities in the planning and support of peacekeeping operations and special political missions under its direction. The Department of Field Support coordinates two subprogrammes for the provision of administrative and logistics support services to field-based peacekeeping and special political missions. The programme also comprises two peacekeeping missions: the United Nations Truce Supervision Organization and the United Nations Military Observer Group in India and Pakistan.

4.3 The Department of Peacekeeping Operations directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility, which comprise all traditional and multidimensional peacekeeping operations with military and/or police components and which may include elements of peacemaking and peacebuilding, as well as certain special political missions as approved by the relevant intergovernmental bodies. It also leads the integrated assessment and planning process for new Department-led operations.

4.4 The Department of Field Support provides administrative and logistical support services to United Nations peacekeeping operations, special political missions and other field presences as mandated, in the areas of human resources, finance and budget, conduct and discipline, logistics, and information and communications technology.

4.5 To implement the programme, the Departments will work in an integrated and cohesive way through joint departmental decision-making bodies and shared resources under a unified vision, direction and set of guiding principles. The Departments will ensure an integrated United Nations approach in countries where integrated peacekeeping missions are deployed alongside United Nations agencies, funds and programmes through integrated assessment and planning that reflects a shared vision and agreement on common objectives and results as well as clarity of the respective roles and responsibilities. Both Departments will continue to pursue greater coordination, within existing mandates, with internal partners, as well as with external partners, including international financial institutions and regional organizations, to enhance the ability of the United Nations to maintain international peace and security. Sustainable progress on security, national reconciliation and development need to occur in parallel, given the interconnected nature of those challenges in countries emerging from conflict. Regional and subregional approaches to peacekeeping and political strategies for multiple operations will also continue to be pursued when appropriate.

4.6 In that context, the Department of Peacekeeping Operations, the Department of Field Support and other engaged departments and organizations will plan and conduct United Nations peacekeeping activities in a manner that facilitates post-conflict peacebuilding and the long-term prevention of the recurrence of armed conflict, in coordination with the Peacebuilding Commission. To increase the programme's effectiveness, policy development on and evaluation of the application of peacekeeping best practices and lessons learned will continue, as will emphasis on greater unity of effort and tailored training for all peacekeeping personnel.

4.7 The Departments will provide information to Member States on all phases of peacekeeping operations, paying particular attention to the requirements of troop- and police-contributing countries that need to make informed decisions about their engagement in United Nations peacekeeping. The programme will aim to keep stakeholders, including Member States, informed of field support issues. In an integrated manner, special attention will be given to the safety and security of personnel in the field, and careful consideration will be given to gender and geographical balance in the staffing of operations.

4.8 The Department of Peacekeeping Operations will continue to focus its efforts on strengthening mission planning and oversight; implementing specific Security Council mandates, including those related to protecting civilians, in accordance with the purposes and principles of the Charter and basic principles of peacekeeping (consent of the parties, impartiality and non-use of force except in self-defence and in the defence of a mandate authorized by the Security Council); and pursuing a capability-driven approach to identifying, developing and using peacekeeping resources.

4.9 Programme strategies and plans will be undertaken to establish, manage and direct peacekeeping operations and develop the capacities required to address a wide variety of conflict and post-conflict situations. A rapid and effective response to Security Council and General Assembly mandates is crucial for supporting the implementation of peace agreements between the parties to a conflict. Mandates may include monitoring ceasefires and buffer zones; disarming, demobilizing and reintegrating ex-combatants; reforming military establishments; training, advising and monitoring police forces; creating security conditions conducive to the return of refugees and internally displaced populations; promoting electoral and judicial reform and assisting civil administrations; facilitating political processes to consolidate peace and strengthened State authority; coordinating economic rehabilitation and mine-clearance programmes; and facilitating the delivery of humanitarian assistance.

4.10 By June 2015, the Department of Field Support will have mainstreamed the main benefits of the integrated service delivery model of the global field support strategy into its programme of work. Strategic, solutions-oriented Headquarters divisions will be providing cohesive guidance and support to field missions. The integrated field service delivery model will have been reinforced by the Organization-wide implementation of the Umoja enterprise resource planning system. The principles and tools developed under the global field support strategy will focus on ensuring their effective use in support of new and dynamic field missions.

4.11 As the global field support strategy approaches the end of its five-year implementation plan, the Department of Field Support will remain a strategy-driven organization, with its strategic priorities as set by intergovernmental bodies embedded within the workplans of Headquarters divisions, the Global Service Centre, shared service entities and mission support components of field missions. During the biennium, the principles that underpinned the global field support strategy will be mainstreamed into future departmental strategic planning-setting. Departmental strategy will be accompanied by a strong results-driven performance framework to enable the effective monitoring and management of strategic objectives and in order to deliver services to the field quickly and effectively.

4.12 Under the programme, the Departments will also provide substantive and technical support to the Special Committee on Peacekeeping Operations, including follow-up on decisions related to peacekeeping operations taken by the Security Council and the General Assembly. The Departments will implement the recommendations of the Special Committee, as endorsed by the Assembly.

A. Peacekeeping operations

Subprogramme 1
Operations

Objective of the Organization: To ensure the effective implementation of all Security Council mandates to plan, establish and adjust peacekeeping operations, as well as the effective implementation of relevant General Assembly resolutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decision-making on issues relating to peacekeeping	(a) (i) Recommendations for establishing new or implementing major adjustments to existing peacekeeping operations incorporated in resolutions of the Security Council, the General Assembly and other intergovernmental bodies
	(ii) 100 per cent of the reports of the Secretary-General to the Security Council reflect briefings with troop-contributing countries and members of the Security Council
(b) Effectively and efficiently managed peacekeeping operations	(b) (i) Percentage of integrated planning processes completed according to Security Council substantive and time requirements for establishing new or implementing adjustments to existing peacekeeping operations

(ii) 100 per cent of peacekeeping operations fulfil major milestones as defined in and mandated by Security Council resolutions

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Strategy

4.13 The Office of Operations will continue to perform its core functions of providing timely advice and analysis to the Secretary-General, the Security Council, the General Assembly, intergovernmental bodies and troop- and police-contributing and other contributing countries on peacekeeping issues and on the integrated planning and effective direction of and support for peacekeeping operations through the provision of policy, political and operational guidance.

4.14 The Office of Operations will serve as the locus of integration for planning and political and operational support to field operations. It will employ the integrated assessment and planning policy with internal and external partners to establish and adjust operations and to ensure a fully integrated approach to the spectrum of peacekeeping, peacemaking and peacebuilding support activities, ensuring the stabilization of States in post-conflict situations. The integrated operational teams, which are managed by the Office of Operations and bring together expertise from the Department of Peacekeeping Operations, the Department of Field Support and other subject matter experts, will be the central vehicle at United Nations Headquarters for the integrated planning and conduct of United Nations peacekeeping operations and special political missions managed by the Department of Peacekeeping Operations. The teams will also serve as a principal point of entry for troop- and police-contributing countries and partners on mission-specific issues. The Office of Operations will, in coordination with the Policy, Evaluation and Training Division, institutionalize strategic partnership and enhance operational support and cooperation with relevant regional and subregional organizations to maximize crisis prevention and response, in particular with the African regional organizations. Bearing in mind relevant resolutions, best practices will be incorporated into the design, planning and implementation of new and existing missions, including by conducting periodic reviews of the implementation of missions' mandates.

Subprogramme 2
Military

Objective of the Organization: To effectively implement the military aspects of Security Council mandates and effectively implement relevant General Assembly resolutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(a) (i) No longer than seven days needed to prepare military plans from the date a Security Council resolution is passed (ii) Official pledge requests to troop-contributing countries issued within five days of the date on which the list of potential troop-contributing countries is approved
(b) Increased efficiency and effectiveness of the military components of peacekeeping operations	(b) Implementation by peacekeeping operations of 100 per cent of military-related recommendations from end-of-assignment, visit, study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations, in compliance with relevant intergovernmental mandates

Strategy

4.15 Substantive responsibility for the subprogramme is vested in the Office of Military Affairs. The Office will continue to provide military advice on issues related to peacekeeping in order to assist the Security Council, the General Assembly, intergovernmental bodies and troop- and police-contributing countries. The Office will coordinate current mission-specific briefings to ensure that all troop-contributing countries are updated for the preparation and training of their contingents. The activities will include: issuance of military strategic guidance documents and preparation and update of operational plans for military components, such as military units standards, and contingency plans for new, ongoing, consolidating or closing operations; conduct of predeployment advisories and assessments; generation and rotation of military contingents and military experts on mission; and daily monitoring of and support for military components.

4.16 The subprogramme will: give emphasis to supporting regional peacekeeping and strengthening military partnership with the African Union, in close coordination with the United Nations Office to the African Union; strive for formalized arrangements with peacekeeping partners; encourage and increase the participation of female peacekeepers; collaborate with regional organizations to form partnerships with their military staffs and further cooperation in peacekeeping operations; formulate cohesive military-related peacekeeping policies; increase synergy and cooperation between military and police components; enhance the effectiveness of the United Nations Standby Arrangements; and improve the capability of military components to deploy rapidly during the start-up of peacekeeping operations or during a crisis in existing peacekeeping missions.

4.17 The Office will enhance responsiveness to field missions, increasing the integration of the military perspective through representatives in the integrated operational teams who have the responsibility to represent the official position of the Office, drawing upon their full capability and expertise across the entire spectrum of military issues. The Office will maintain constant liaison with the military officers assigned to other offices in the Department of Peacekeeping Operations and the Department of Field Support.

Subprogramme 3
Rule of law and security institutions

Objective of the Organization: To enable rule of law and security institutions in post-conflict societies to develop sustainable capacities and services in full compliance with the Charter of the United Nations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More timely deployment and establishment of the rule of law and security components of peacekeeping operations in response to Security Council mandates	(a) (i) Initial deployment of police to new, adjusted or transitioning peacekeeping operations within 30 days of the adoption of a Security Council resolution (ii) Reduction in the number of days for deployment of core rule of law (justice and corrections) and mine action personnel after the adoption of a Security Council resolution
(b) Increased efficiency and effectiveness of the rule of law and security components of peacekeeping operations	(b) (i) Increased number of integrated plans supported by police, justice, corrections, disarmament, demobilization and reintegration, security sector reform and mine action components of peacekeeping operations (ii) Increased number of host countries of peacekeeping operations that are supported by those operations so that their rule of law and security institutions can fully assume their responsibility
(c) Increased awareness and understanding of the dangers of landmines and explosive remnants of war in affected countries	(c) Reduction in the number of casualties resulting from landmines and explosive remnants of war in affected countries

Strategy

4.18 Substantive responsibility for the subprogramme is vested in the Office of Rule of Law and Security Institutions, which consists of the Police Division, the Mine Action Service, the Criminal Law and Judicial Advisory Service, the Disarmament, Demobilization and Reintegration Section, and the Security Sector Reform Unit. Strengthening rule of law and national security services and institutions in post-conflict societies based on national ownership is essential to building and maintaining sustainable peace and security. While supporting the delivery of early peacebuilding initiatives, each component will continue to develop and support the implementation of comprehensive strategic and operational plans for the reform and development of their respective sectors. The components will also continue to support enhanced rule of law and the security-related activities of the Organization as a whole, by acting as the leading United Nations entity or focal point globally in the areas of police and law enforcement, corrections, security sector reform and mine action; by co-leading, along with the United Nations Development Programme, the joint global focal point for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations; and by co-chairing the respective United Nations inter-agency bodies established in the areas of security sector reform, disarmament, demobilization and reintegration and mine action. The Office will continue to actively engage regional and subregional organizations, Member States, leading academics, institutions and donors and will support the development and dissemination of lessons learned and best practices. It will also strengthen its engagement with Member States and regional and national peacekeeping training centres on current training practices, security sector standards, and training guidelines and materials for police, justice, corrections and other officers.

Subprogramme 4
Policy, evaluation and training

Objective of the Organization: To provide the policy, guidance and training tools essential for planning, establishing and sustaining effective and efficient peacekeeping operations in accordance with Security Council mandates and relevant General Assembly resolutions

Expected accomplishments of the Secretariat	Indicators of achievement
Increased awareness of policies, standard operating procedures, guidelines and training standards and tools that are consistent with United Nations principles and reflect lessons learned	(i) Number of web-based materials on policy guidance, lessons learned and best practices downloaded by peacekeeping practitioners from the Department's Policy and Practice Database (ii) Percentage of peacekeeping training standards developed and made available to Member States, field operations, regional partners and training institutions to support predeployment, induction and ongoing training

Strategy

4.19 Substantive responsibility for the subprogramme is vested in the Policy, Evaluation and Training Division, which will provide an integrated capacity for the development of peacekeeping doctrine and guidance, informed by the systematic documentation of best practices and lessons learned; the provision of strategic guidance for standardized peacekeeping training; and the evaluation of mission performance in implementing mandates. The Division will provide services to the Department of Peacekeeping Operations, the Department of Field Support, field missions and Member States, ensuring the integration of substantive and support functions in guidance development, training and evaluation.

4.20 The aim is to enhance the efficiency and effectiveness of peacekeeping field operations and strengthen the institution of peacekeeping. The Division will develop and disseminate peacekeeping doctrine. Working with Member States and regional organizations, the Division will provide training standards and support training programmes to prepare peacekeepers for their functions in field missions and at Headquarters. The Division will support the development of peacekeeping training capacity in Member States, particularly in current and emerging troop- and police-contributing countries. The Division will identify potential peacekeeping partners and develop frameworks to enable existing ones. The Division will evaluate peacekeeping performance to guide follow-on remedial measures, including policy revision and development and training, both at Headquarters and in field missions.

Subprogramme 5
Field administrative support

Objective of the Organization: To enable United Nations peacekeeping operations and other United Nations field missions to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(a) Increased percentage of missions that meet the projected incumbency rates set in the context of approved mission plans and budgets
(b) Increased efficiency and effectiveness of peacekeeping operations	(b) (i) Increased percentage of international and national female staff serving in peacekeeping operations and other United Nations field missions
	(ii) Maintenance of a three-month average processing time frame (from receipt of the mission-certified claim to its approval by the Department) for contingent-owned equipment claims

(c) More timely response and follow-up to allegations of misconduct	(c) (i) All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt, for entry in the Misconduct Tracking System (ii) All allegations of serious misconduct recorded by peacekeeping operations in the Misconduct Tracking System are referred for investigations, as appropriate, within 3 days
(d) Increased measures to prevent serious misconduct	(d) Decreased number of substantiated allegations of serious misconduct

Strategy

4.21 The Field Personnel Division enables peacekeeping operations to fulfil their mandates by developing guidance, monitoring, and workforce planning to maintain a high-quality civilian workforce through policy implementation guidance, organizational design and classification, self-monitoring, information management, outreach, roster maintenance and succession management. It also provides direct support in the functional areas of travel and administration to all field operations that do not have fully delegated human resources management authority. The priorities of the Division for 2016-2017 are to improve the capacity of field missions to administer themselves, to strengthen the Department's capability to plan the rapid deployment of highly qualified staff and non-staff civilian capacity, to improve gender representation at all levels, to improve the representation of troop- and police-contributing countries, taking into account their contribution to United Nations peacekeeping, to provide opportunities for national capacity-building, and to implement staff development and performance assessment practices that produce confident and competent managers of financial, human and physical resources.

4.22 The Division will concentrate on monitoring the exercise of delegated authorities to discharge these functions in field missions and the Global Support Centre and on managing the global field-based workforce.

4.23 The Field Budget and Finance Division will continue to focus its programme of work and client support on the following core objectives: coordination of guidance and policy on budgetary and financial issues and processes; targeted and cross-portfolio analysis of major resourcing requirements and developments for more cost-effective field operations; development and implementation of programmes and other initiatives to strengthen field financial capacity and address emerging changes in demand, procedures, practices and requirements; timely processing of troop- and police-contributing countries' claims for contingent-owned equipment; and support to legislative bodies considering financial matters and to Member States contributing troops and police contingents. The programme of work will also involve close support in developing budget proposals and performance reports for start-up, ongoing and liquidating missions, and on-site support to strengthen the strategic budget planning of the missions.

4.24 The programme of work of the Division in 2016-2017 will be informed by the global field support strategy and the implementation of the International Public Sector Accounting Standards and Umoja. Such initiatives will have shaped a fundamental change in the way resources in field operations are managed and reported.

4.25 Continued emphasis will be placed on the prevention of misconduct, including training on standards of conduct and mandatory training for all categories of personnel on sexual exploitation and abuse through the provision of training materials to Member States and peacekeeping operations. Monitoring, review and provision of policy guidance and oversight on United Nations standards of conduct; advice on conduct and discipline matters relating to all categories of personnel; and assistance with appropriate and timely follow-up to allegations of misconduct will continue. Assistance and support to the inter-agency efforts on protection from sexual exploitation and abuse and on assistance to victims will be provided.

Subprogramme 6
Integrated support services

Objective of the Organization: To ensure proper materials, equipment and support services to field missions for the efficient delivery of their mandates

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely completion of the planning, rapid deployment and establishment of field missions in response to Security Council mandates	(a) (i) Identification and deployment of logistics equipment capable of supporting start-up teams and initial troop and police deployments within 90 days of the adoption of Security Council mandates
	(ii) Development of full information and communications technology capabilities, including secure voice, data and video services, within 20 hours of arrival of equipment and personnel
(b) Increased efficiency and effectiveness of peacekeeping operations and special political missions supported by the Department of Field Support	(b) (i) Missions have access to valid systems contracts with sufficient not-to-exceed amounts, 365 days a year
	(ii) Wide area network is functioning 99.8 per cent of the time

Strategy

4.26 Substantive responsibility for the subprogramme is vested in the Logistics Support Division and the Information and Communications Technology Division. The activities of those Divisions include the general provision of equipment and services to missions, based on the general principles of procurement (best value for money; fairness, integrity and transparency; effective international competition; and the interest of the United Nations), and with adherence to relevant General Assembly resolutions, for the effective, timely and efficient fulfilment of their mandates. The Divisions will provide integrated support services to missions and develop responsive mechanisms to address changing circumstances on the ground or changes in mandate. The Divisions will ensure pre-emptive operational readiness and will strive to be more effectively placed to prioritize the timely deployment of resources and optimize acquisition management and material resource utilization. The Divisions will continue to monitor and provide policy guidance and oversight on the delivery of integrated support to field missions. The Logistics Support Division will continue to provide strategic functions and guidance to field missions in the areas of engineering, supply, logistics planning, surface transport, movement control, medical services, aviation safety, air transport, contingent-owned equipment, property management and environment. The Divisions will continue strengthening synergies and cooperation with the relevant structure of the Department of Management within the Department's relevant mandate.

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Objective of the Organization: To observe and maintain the unconditional ceasefire and assist the parties to the 1949 Armistice Agreements in the supervision of the application and observance of the terms of those Agreements

Expected accomplishments of the Secretariat	Indicators of achievement
The Security Council is informed in a timely manner of non-compliance with its resolutions	Timely submission of observation reports to the Secretary-General

Strategy

4.27 The United Nations Truce Supervision Organization will implement its current core functions of observer deployment and liaison with regional authorities under its mandate. It will provide trained military observers to the United Nations Disengagement Observer Force and the United Nations Interim Force in Lebanon to assist with the implementation of their respective mandates. It will maintain its observer presence in Egypt through a liaison office and conduct a minimum acceptable level of patrols.

4.28 The mission will continue to provide timely and accurate observation reports and analysis of political developments mission-wide, including the safety and security situation. It will also exercise command and provide administrative, logistical and security support to all outstations and at its headquarters. It will use the good offices of the head of mission in strengthening the relationships with and between its host nations. The mission will maintain and improve effective liaison with troop-contributing nations' ambassadorial and consular representatives, and with regional United Nations organizations. It will develop contingency planning to address changes in the military and/or political situation in its area of operation.

2. United Nations Military Observer Group in India and Pakistan

Objective of the Organization: To monitor developments pertaining to ceasefire violations along the line of control in accordance with the mandate of the United Nations Military Observer Group in India and Pakistan contained in Security Council resolution 307 (1971)

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations	(a) Percentage of incidents/violations reported to United Nations Headquarters in a timely manner
(b) Effective and efficient patrolling and inspection and investigation of ceasefire violations	(b) (i) Number of operational patrols with free and secure access to notified areas to the extent permitted by the host countries
	(ii) Investigation of all complaints that can be investigated under the purview of the United Nations Military Observer Group in India and Pakistan and with the full cooperation of both parties

Strategy

4.29 The United Nations Military Observer Group in India and Pakistan will continue to provide timely and detailed reports on relevant developments in its area of operations in accordance with the implementation of its mandate.

4.30 The mission will continue to maintain military observers at all its operational field stations on both sides of the line of control, conduct efficient patrols and effective inspections and investigations of the alleged violations of the ceasefire and, to the extent permitted by the host countries, perform field tasks in the vicinity of the line of control from the field stations.

Legislative mandates

A. Peacekeeping operations

General Assembly resolutions

49/233 A and 52/230	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
57/290 B	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
65/289	Cross-cutting issues

65/290	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
65/310	Comprehensive review of the whole question of peacekeeping operations in all their aspects
66/69	Assistance in mine action
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/248	Programme budget for the biennium 2012-2013
67/287	Support account for peacekeeping operations

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Security Council resolutions

50 (1948)	Cessation of hostilities in Palestine
54 (1948)	Situation in Palestine
73 (1949)	Armistice Agreements concluded by the parties involved in the conflict in Palestine

2. United Nations Military Observer Group in India and Pakistan

Security Council resolutions

39 (1948)	Establishment of a commission on the situation between India and Pakistan
47 (1948)	Restoration of peace and order in Jammu and Kashmir and the holding of a plebiscite
91 (1951)	Appointment of a United Nations Representative for India and Pakistan
307 (1971)	Observation of a durable ceasefire and cessation of hostilities in Jammu and Kashmir

Programme 5

Peaceful uses of outer space

Overall orientation

5.1 The purpose of the programme is the promotion of international cooperation in the peaceful uses of outer space for economic, social and scientific development, in particular for the benefit of developing countries. The legislative authority and direction of the programme is drawn from relevant General Assembly resolutions and the decisions of the Committee on the Peaceful Uses of Outer Space, which was established in 1959 by the Assembly in its resolution 1472 A (XIV).

5.2 The main responsibilities carried out by the Office for Outer Space Affairs under the programme are: provision of substantive secretariat services to the Committee on the Peaceful Uses of Outer Space and its subsidiary bodies; implementation of the United Nations Programme on Space Applications (resolutions 2601 A (XXIV) and 37/90); implementation of the programme of the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER) (resolution 61/110); discharging of the responsibilities of the Secretary-General under United Nations treaties and principles on outer space and related resolutions (resolutions 1721 B (XVI), 2222 (XXI), 2345 (XXII), 3235 (XXIX), 47/68, 59/115 and 62/101); and coordination of space-related activities within the United Nations system (resolution 3234 (XXIX)). In addition, the Office also serves as the executive secretariat of the International Committee on Global Navigation Satellite Systems and its Providers' Forum (resolutions 61/111 and 64/86).

5.3 The Programme on Space Applications is mandated to promote greater cooperation and build capacity in space science and technology. The priorities of the Programme include building indigenous capability in the areas of basic space sciences, basic space technology and human space technology and promoting the global navigation satellite system and integrated space technology applications in the areas of global health, disaster management, climate change, humanitarian assistance, environmental monitoring and natural resource management.

5.4 The UN-SPIDER programme was established to provide universal access to all types of space-based information and services relevant to disaster management to support the full disaster management cycle. UN-SPIDER serves as a gateway to space-based information for disaster management support, a bridge to connect the disaster management and space communities and a facilitator of capacity-building and institutional strengthening, in particular for developing countries.

5.5 The International Committee on Global Navigation Satellite Systems was established to promote cooperation, as appropriate, on matters of mutual interest related to civil satellite-based positioning, navigation, timing and value added services.

5.6 The priorities and plans of work of the Committee and its subsidiary bodies, the Programme on Space Applications, UN-SPIDER and the International Committee, are reviewed and approved annually by the Committee and endorsed by the General Assembly in its resolution entitled "International cooperation in the peaceful uses of outer space".

5.7 The Office is also responsible for assisting States in building or enhancing their capacity in space law, strengthening efforts at the national, regional and global levels, including among entities of the United Nations system and international space-related entities, to maximize the benefits of the use of space science and technology and related applications and promoting and raising awareness of the benefits of space to humankind, particularly through the commemoration of historical milestones and celebrations such as World Space Week and the International Day of Human Space Flight.

Objective of the Organization: To further strengthen international cooperation among Member States and international entities in the conduct of space activities for peaceful purposes and the use of space science and technology and their applications towards achieving internationally agreed sustainable development goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Greater understanding, acceptance and implementation by the international community of the legal regime established by the United Nations to govern outer space activities	(a) (i) Increased number of actions taken by States and intergovernmental organizations in order to implement or adhere to the United Nations treaties and principles on outer space and related resolutions, including ratifications and treaty obligation compliance (ii) Increased number of countries receiving support to build or enhance their capacity in space law
(b) Strengthened capacity of countries, including developing countries and countries with economies in transition, in using space science and technology and related applications, including global navigation satellite systems, particularly in areas related to sustainable development	(b) (i) Increased number of countries, in particular developing countries, receiving training facilitated by the programme in space science and technology and related applications (ii) Increased number of countries, in particular developing countries, receiving support in using space science and technology and related applications (iii) Increased number of States and entities participating in activities to ensure compatibility and interoperability of space-based positioning, navigation and timing services
(c) Increased coherence and synergy in the space-related work of entities of the United Nations system and international space-related entities in using space science and technology and related applications as tools to advance human development and increase overall capacity development	(c) Increased number of activities with United Nations system organizations, space-related entities and industries to promote awareness, strengthen capacity and use space science and technology and related applications

(d) Greater understanding, acceptance and commitment by countries and relevant international and regional organizations regarding ways of accessing and developing the capacity to use all types of space-based information to support the full disaster management cycle	(d) (i) Increased number of countries, in particular developing countries, requesting and receiving systematic and continuous technical advisory assistance for using space-based solutions in disaster management plans and policies and in the implementation of risk reduction activities (ii) Increased number of client-oriented services on the UN-SPIDER Knowledge Portal in response to users' requirements and expectations

Strategy

5.8 The strategy includes:

(a) Promoting greater awareness of and strengthening the capacity to implement the international legal regime governing outer space activities, including the development of national space legislation, and promoting increased opportunities for education in space law;

(b) Strengthening capacity, in particular of the developing countries, in the use of space science and technology and related applications for sustainable development and increasing awareness of the benefits of space-based solutions in addressing societal needs;

(c) Assisting in consensus-building on cooperation in the peaceful uses of outer space among Governments and other stakeholders;

(d) Strengthening existing cooperative relationships and forging new partnerships to maximize the effective use of resources and identify new ways and means for making space capabilities more readily available to all users.

Legislative mandates

General Assembly resolutions

1472 A (XIV)	International cooperation in the peaceful uses of outer space
1721 B (XVI)	International cooperation in the peaceful uses of outer space
2222 (XXI)	Treaty on Principles Governing the Activities of States in the Exploration and Use of Outer Space, including the Moon and Other Celestial Bodies
2345 (XXII)	Agreement on the Rescue of Astronauts, the Return of Astronauts and the Return of Objects Launched into Outer Space
2453 (XXIII)	International cooperation in the peaceful uses of outer space

2601 A (XXIV)	International cooperation in the peaceful uses of outer space
3234 (XXIX)	International cooperation in the peaceful uses of outer space
3235 (XXIX)	Convention on Registration of Objects Launched into Outer Space
37/90	Second United Nations Conference on the Exploration and Peaceful Uses of Outer Space
47/68	Principles Relevant to the Use of Nuclear Power Sources in Outer Space
54/68	Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/2	Review of the implementation of the recommendations of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/115	Application of the concept of the "launching State"
61/110	United Nations Platform for Space-based Information for Disaster Management and Emergency Response
61/111	International cooperation in the peaceful uses of outer space
62/101	Recommendations on enhancing the practice of States and international intergovernmental organizations in registering space objects
62/217	International cooperation in the peaceful uses of outer space
64/86	International cooperation in the peaceful uses of outer space
65/271	International Day of Human Space Flight
68/74	Recommendations on national legislation relevant to the peaceful exploration and use of outer space
68/75	International cooperation in the peaceful uses of outer space

Programme 6
Legal affairs

Overall orientation

6.1 The overall purpose of the programme is to support the accomplishment of the objectives of the United Nations by providing advice to the principal and subsidiary organs of the United Nations and by promoting among Member States a better understanding of and respect for the principles and norms of international law.

6.2 The mandate for the programme derives from the principal decision-making organs of the United Nations in accordance with the Charter of the United Nations and the Statute of the International Court of Justice.

6.3 The substantive responsibility for the programme is in the Office of Legal Affairs. It provides a unified central legal service for the Secretariat and the principal and subsidiary organs of the United Nations; supports the development of international justice; contributes to the progressive development and codification of international public and trade law and the strengthening and development of the international legal order for the seas and oceans; registers and publishes treaties, and performs the depositary functions of the Secretary-General.

6.4 The Office will provide legal advice and services, on request, to the decision-making organs of the United Nations and its Member States. It will aim to strengthen respect within the United Nations for the rule of law in international relations, in particular observance of the Charter and the resolutions, decisions, regulations, rules and treaties emanating from the Organization. As appropriate, attention will be given to incorporating a gender perspective into the work of the programme, including in the advice provided by the Office.

6.5 The Office will carry out its activities in cooperation with other departments and offices of the Secretariat, entities of the United Nations system and entities external to the United Nations, including treaty organizations, intergovernmental, interregional, regional and national organizations, non-governmental organizations and academic communities. Such collaboration and cooperation include the following:

(a) Coordination of interdepartmental activities, liaison with United Nations organs dealing with legal matters, offices away from Headquarters and legal advisers or liaison officers assigned to field missions or other Secretariat units;

(b) Representation at and convening of meetings with legal advisers of the United Nations system and coordination of institutional arrangements for the specialized agencies and related organizations on matters of common concern;

(c) Representation of the Secretary-General and the Legal Counsel at meetings and conferences convened by the United Nations or sponsored by Governments, intergovernmental organizations and other international institutions.

Subprogramme 1
Provision of legal services to the United Nations system as a whole

Objective of the Organization: To enhance the respect for the rule of law and to support the development of international justice by the principal and subsidiary organs of the United Nations

Expected accomplishment of the Secretariat	Indicator of achievement
Effective functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime, and supporting international justice mechanisms, as mandated	A high percentage of legal instruments are finalized in respect of the activities of the United Nations

Strategy

6.6 The subprogramme is implemented by the Office of the Legal Counsel. The Office will assist the principal and subsidiary organs of the United Nations through the provision of legal advice upon request, the preparation of reports and analyses, and participation in meetings. With respect to a broad range of international matters, including matters of international peace and security, this includes advice on the interpretation of the Charter, resolutions, rules and regulations of the United Nations and treaties, and covers questions such as sanctions, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and special political missions. Legal advice will be provided on questions of public international law, including international human rights, humanitarian and criminal law. Legal advice will also be provided to treaty bodies institutionally linked to the United Nations, upon request. Advice will be provided on constitutional, credentials and membership issues, as well as on the interpretation and application of the rules of procedure of principal and subsidiary organs. The Office will assist the Secretary-General in discharging his statutory responsibilities relating to the International Court of Justice. The Office will seek to ensure that legal advice provided by other legal offices and legal officers within the system is coordinated and consistent. It will work closely with principal and subsidiary organs of the United Nations to ensure that the advice is clear, accurate and effective, and engage in necessary follow-up to support the implementation of resulting decisions, if requested.

6.7 Legal advice and services will be provided to United Nations peacekeeping operations on their mandates, protection of civilians strategies, status-of-forces and status-of-mission agreements, as well as on other instruments, including rules of engagement, standard operating procedures and directives on the use of force by military and police components. Assistance for peacemaking efforts of special political and peacekeeping missions will also be provided in the negotiation and preparation of legal instruments.

6.8 The subprogramme will support the development of international justice and contribute to efforts to eradicate impunity. The Office will work to ensure that, as subsidiary organs of the Security Council, the International Tribunal for the Former Yugoslavia, the International Criminal Tribunal for Rwanda and the International Residual Mechanism for Criminal Tribunals operate in their administrative activities in accordance with the Charter, regulations, rules and policies of the United Nations. The Office will provide ongoing support to the Residual Special Court for Sierra Leone, the Extraordinary Chambers in the Courts of Cambodia and the Special Tribunal for Lebanon. It will advise the international and internationally assisted tribunals on legal issues arising from their relationships with States and host countries, and the principal and subsidiary organs of the Organization on legal aspects of the activities of and relations with the tribunals.

6.9 The Office will continue to carry out secretariat and representational functions for organs and bodies falling within its competence, including the Credentials Committee of the General Assembly, the Committee on Relations with the Host Country and, as appropriate, ad hoc working groups of the Security Council and the Sixth Committee.

6.10 The Secretary-General, as the custodian of the Headquarters Agreement, shall reinforce the implementation of the Agreement, in particular its article IV, section 11 and section 13 (a), governing the host country's legal obligation to grant entry visas to the officials of all Member States attending United Nations meetings, in accordance with paragraph 107 of the report of the Committee for Programme and Coordination, as endorsed by the General Assembly in its resolution 65/244.

Subprogramme 2
General legal services provided to United Nations organs and programmes

Objective of the Organization: To protect the legal interests of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maximization of the protection of the legal interests of the Organization	(a) The absence of instances in which, unless waived, the status and privileges and immunities of the Organization are not maintained
(b) Minimization of the legal liabilities of the Organization	(b) The total amount of the Organization's legal liability for resolved claims is minimized compared with the total amount claimed against the Organization

Strategy

6.11 The subprogramme is implemented by the General Legal Division. Legal services are provided to the Organization, including offices away from Headquarters, the separately administered funds and programmes, and field missions. These services involve: (a) providing advice on the interpretation of certain Articles of the Charter, General Assembly resolutions and decisions, the regulations, rules and mandates of programmes and activities, and other administrative issuances; (b) participating in meetings of the Secretariat and other bodies, including the Headquarters Committee on Contracts, the Visa Committee, the Property Survey Board, the Board of the United Nations Joint Staff Pension

Fund and the Claims Board; and (c) legally representing the Secretary-General and the Organization, as appropriate, in various forums.

6.12 Legal services are provided for: (a) peacekeeping operations through commercial and other arrangements with Governments, other United Nations agencies, other international organizations, and other field actors for transportation, rations, logistics, personnel and equipment; (b) the Organization's procurement activities and contracting requirements, including the capital master plan, Umoja and the strategic heritage plan; (c) institutional arrangements for technical assistance and development, including to the funds and programmes, for establishing cooperation programmes, and for developing new institutional modalities for operational activities and for cooperating with outside entities, including business and not-for-profit sectors, to achieve the objectives of the United Nations; (d) enhancing accountability measures, including through procedural advice and substantive action relating to internal sanctions and external enforcement action against United Nations officials and third parties responsible for fraud, corruption and other misconduct or crimes; referring appropriate cases to national investigative authorities and providing assistance to investigations and prosecutions; and by ensuring that the Organization's legal and restitutive interests resulting from such conduct are protected; (e) resolving disputes of a private law character involving the operations of the Organization, its organs or its separately administered funds and programmes; settling or otherwise amicably resolving such disputes; and representing the Organization in settlement negotiations and arbitral proceedings to meet the Organization's legal obligations to provide an appropriate mode of settlement; and (f) matters relating to developing the human resources management framework; minimizing legal liability arising from the implementation of the revised staff regulations and rules and staff selection system; and reforming and updating the staff, financial and programme planning regulations and rules, and other administrative issuances of the Organization.

6.13 The Division represents the Secretary-General before the United Nations Appeals Tribunal in cases involving both the Secretariat and the separately administered funds and programmes. It also provides legal services to the offices representing the Secretary-General before the United Nations Dispute Tribunal by identifying trends in the judgements of the Dispute Tribunal, coordinating legal strategies for such representation, and formulating consistent legal arguments. In coordination with the Office of the Legal Counsel, the Division liaises with appropriate host Government authorities and other host countries to ensure that the international intergovernmental status of the Organization and its related privileges and immunities are maintained.

Subprogramme 3
Progressive development and codification of international law

Objective of the Organization: Progressive development and codification of international law

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in the formulation of legal instruments	(a) Percentage of legal instruments under preparation that advanced to a higher level of progress
(b) Wider appreciation and understanding of international law	(b) (i) High level of satisfaction rating from the participants responding to the survey on international law training activities (ii) Increasing number of unique end-users of legal publications, documents and information disseminated in hardcopy and online (iii) Improved regional balance among the Regional Courses in International Law

Strategy

6.14 Substantive responsibility for the implementation of the subprogramme is vested in the Codification Division. The types of activities to be undertaken will include research on topics of international law, preparation of background documents, analytical studies and draft reports of a substantive nature for the bodies concerned, legal advice and assistance in the conduct of proceedings and in the drafting of legal instruments, resolutions and decisions.

6.15 Substantive support will be provided to the Sixth Committee of the General Assembly and its working groups in its consideration of relevant instruments or, as the case may be, use by States of the procedures envisaged by the relevant resolutions of the Assembly. Substantive support will also be provided to special and ad hoc committees, as well as to the International Law Commission and its Special Rapporteurs.

6.16 The United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law will be implemented to promote a better knowledge of international law as a means of strengthening international peace and security and promoting friendly relations among States through: (a) the preparation of major legal publications, such as the *United Nations Juridical Yearbook*; the *United Nations Legislative Series*; the *Reports of International Arbitral Awards*; the *Summaries of Judgments, Advisory Opinions and Orders of the International Court of Justice*; the *Work of the International Law Commission*; proceedings of codification conferences; ad hoc publications on public international law; and study materials for training courses; as well as the coordination of the preparation of the *Repertory of Practice of United Nations Organs*; and the provision of advice on the *Yearbook of the International Law*

Commission; (b) the planning, organizing and conducting of international law training courses and seminars, including the International Law Fellowship Programme and the Regional Courses in International Law, especially for developing countries; (c) the dissemination of legal publications and information in hard copy to facilitate legal research, particularly in developing countries, supplemented by electronic dissemination thereof through websites; and (d) the further development of the Audiovisual Library of International Law as a global online training and research facility, including the Lecture Series, the Historic Archives and the Research Library.

Subprogramme 4
Law of the sea and ocean affairs

Objective of the Organization: To promote and strengthen the law of the sea for the peaceful use of the oceans and sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased participation of States in, and effective implementation and application of, the United Nations Convention on the Law of the Sea and the related implementing agreements	(a) (i) Increased number of States parties to the Convention and its implementing agreements
	(ii) Increased number of deposits of charts and lists of coordinates under the United Nations Convention on the Law of the Sea
	(iii) Increased number of submissions actively considered by the Commission on the Limits of the Continental Shelf
(b) Enhanced cooperation and coordination among stakeholders in relation to ocean and coastal issues	(b) (i) Increased number of joint activities carried out by the Division for Ocean Affairs and the Law of the Sea, with United Nations system organizations and other bodies, including through UN-Oceans
	(ii) Increased number of cooperative activities, supported by the Division for Ocean Affairs and the Law of the Sea, between and among States and other stakeholders, including those aimed at contributing to the sustainable development of the oceans and seas, such as the global integrated marine assessment; the conservation and sustainable use of marine living resources; and marine biodiversity in areas beyond national jurisdiction

(c) Enhanced understanding of, and/or familiarity with, the law of the sea and related legislative and policy frameworks	(c) Increased percentage of feedback from States and other entities indicating satisfaction with technical assistance and capacity-building activities

Strategy

6.17 The subprogramme is implemented by the Division for Ocean Affairs and the Law of the Sea.

6.18 The Division will continue to perform the functions of the Secretary-General under the United Nations Convention on the Law of the Sea and the related agreements, as well as relevant General Assembly resolutions. The Division will provide information, analysis and advice to States, international organizations and other stakeholders on the uniform and consistent application of the provisions of the Convention and the related agreements. States will also be assisted in identifying emerging issues of ocean affairs to be addressed within the framework of the Convention and the related agreements.

6.19 The Division will continue to assist the Commission on the Limits of the Continental Shelf in its consideration of submissions, and to advise States, in particular developing States, on the preparation of those submissions and of the proceedings before the Commission. It will also continue to provide enhanced support to the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects, as its secretariat. In addition, the Division will continue to engage in activities aimed at enhancing the peaceful use and sustainable development of oceans and seas, including the conservation and sustainable use of marine living resources and marine biodiversity in areas beyond national jurisdiction.

6.20 The Division will continue to assist States in developing and strengthening the capabilities required for the effective exercise of their rights and the fulfilment of their obligations under the Convention and related agreements, including through fellowship programmes, other capacity-building activities and the management of trust funds.

6.21 The Division will continue to facilitate the annual consideration of developments related to the law of the sea and ocean affairs and, inter alia, to provide substantive, administrative and technical support to: (a) the Meeting of States Parties to the Convention; (b) meetings on the United Nations Fish Stocks Agreement; (c) the General Assembly, including through reports, and meetings on its resolutions on oceans and the law of the sea and on sustainable fisheries; (d) the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea; (e) meetings relating to the conservation and sustainable use of marine biological diversity beyond areas of national jurisdiction; (f) meetings on the Regular Process; and (g) other mandated meetings.

6.22 The Division will contribute to the work of United Nations and non-United Nations bodies dealing with oceans-related issues. As focal point for UN-Oceans, the Division will facilitate inter-agency cooperation and coordination.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

Objective of the Organization: Progressive improvement, harmonization, understanding, knowledge, interpretation and application of international trade law and coordination of the work of international organizations active in that field

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective progress towards the modernization of trade law and practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws or conflicting interpretation and application of laws	(a) (i) Increased number of legislative decisions (ratifications and national enactments) based on texts of the United Nations Commission on International Trade Law (UNCITRAL) (ii) Increased number of judicial and arbitral decisions based on UNCITRAL texts
(b) Increased awareness and understanding of international trade law issues and reliance on UNCITRAL standards	(b) (i) Increased number of publications or databases referring to the work and mentioning texts of UNCITRAL (ii) Increased number of visitors to the UNCITRAL website
(c) Improved coordination and cooperation among international organizations active in the field of international trade law	(c) Increased number of joint activities that incorporate reference to UNCITRAL trade law standards
(d) Improved functioning of UNCITRAL	(d) Increased responsiveness of Member States and other bodies to the survey or other indication of their satisfaction with the services provided

Strategy

6.23 Substantive responsibility for the subprogramme is vested in the International Trade Law Division.

6.24 The United Nations Commission on International Trade Law, codification conferences and related intergovernmental working groups will receive substantive support. Services to UNCITRAL will include research on international trade law, preparation of studies and policy papers, legal advice and assistance in the conduct of intergovernmental negotiations and in the drafting of decisions, amendments and proposals. The Division will assist the Commission in drafting for Governments universally acceptable legislative and non-legislative texts (treaties, model laws, legislative guides, recommendations) in areas where the Commission determines that modernization or harmonization is desirable and feasible. To that effect, a specialized library will be maintained.

6.25 Legislative activity, while most important as the basis for other work, cannot alone achieve the goal of harmonization, namely: the adoption and use of UNCITRAL standards in practice. The UNCITRAL secretariat remains as it was in the 1970s, when no or very few UNCITRAL standards existed. In contrast, some 30 UNCITRAL legal standards are currently in need of promotion. The consequence is that non-legislative activities are underserved in terms of recognition, time and resources and are ultimately impacted, and the implementation of UNCITRAL texts still needs to be improved. The strategy will be to increase involvement of the Commission, the working groups and the secretariat beyond legislative drafting and into technical assistance and cooperation/coordination — a holistic approach involving the full life cycle of an UNCITRAL text. As a practical consequence, working group and Commission sessions should consider legislative development and technical assistance activities (both involving coordination and cooperation).

6.26 In view of the above approach, the growing need for commercial law reform in the various areas of the Commission's work, and the increasing demand for legislative technical assistance (in particular in developing countries and economies in transition), the Division will focus on more active promotion of UNCITRAL texts, technical assistance for legislative work, and training. Assistance will be based on requests from States and regional organizations and will take the form of briefings to officials, training and direct assistance in drafting instruments enacting uniform law texts, supported by commentaries, guides to enactment and information notes prepared by the Division. It will assist professional associations and academic institutions (especially in developing countries and economies in transition) in promoting modern business practices and teaching international trade law. Effective and sustainable delivery of these activities will require their integration into strengthened and coordinated United Nations rule of law activities, adequate resources and increased partnerships with States and non-governmental organizations, including the private sector. The Division will continue to prioritize such activities, and to seek external resources and partners — including UNCITRAL members and observers — to service those that cannot be serviced internally. Priorities will be set in terms of topics rather than working groups (bearing in mind the need to also promote standards not linked with a currently active working group). Outreach to Member States through UNCITRAL regional offices will be further explored.

6.27 The Division will pursue, in cooperation with regional organizations, harmonization on the basis of universal texts of the Commission, drafting legislative models for use by international and national organizations when developing standard texts for use by their members in modernizing trade legislation. Attention will be given to issues arising from the increasing importance of electronic commerce in international trade. The UNCITRAL website will be maintained in all six official languages of the United Nations and its content expanded.

6.28 Regional economic integration organizations, and those for particular industrial sectors, are increasingly formulating rules and standards for international trade. The Division will monitor and analyse their work, to assist the Commission, as the core legal body within the United Nations system in the field of international trade law, in its mandate to coordinate legal activities in this field. The aim is to avoid duplication of effort and promote efficiency, consistency and coherence in the modernization and harmonization of the law.

6.29 Users of the Commission's legal texts will receive information on the judicial and arbitral application and interpretation thereof — in all official languages of the United Nations — in the form of abstracts of court decisions and arbitral awards. The Division will facilitate the use of uniform law by: (a) providing updated digests of case law interpreting UNCITRAL texts; and (b) disseminating information on the implementation of the Convention on the Recognition and Enforcement of Foreign Arbitral Awards and promoting its uniform interpretation. Particular attention will be paid to the growing need for uniform interpretation of international legal standards, resulting from their increasing use in numerous jurisdictions. The Division will continue to explore means of responding to that demand through its efforts to support harmonization of international trade law, both in its enactment and in its everyday use by courts and tribunals. Such a response will require a robust reporting mechanism supported by the necessary resources.

Subprogramme 6
Custody, registration and publication of treaties

Objective of the Organization: Wider awareness of and participation in treaties concluded under the auspices of the United Nations and deposited with the Secretary-General, as well as registration and publication of treaties under Article 102 of the Charter, and actions relating to those treaties

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related treaty actions submitted for registration and publication with the Secretariat	(a) (i) Actions relating to treaties to be deposited with the Secretary-General are processed in a timely manner (ii) A treaty and action is registered in a timely manner (iii) Increased number of page views on the Treaty Section website
(b) Ongoing State participation in the international treaty framework	(b) Continuous receipt of treaties and actions for deposit with the Secretary-General and for registration
(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties	(c) (i) Continuous requests for depositary and registration-related information and advice from States, United Nations offices, specialized agencies and treaty bodies (ii) Increased percentage of participants who indicate their satisfaction with the training on treaty law and practice in a survey or otherwise

Strategy

6.30 Substantive responsibility for the implementation of the subprogramme is vested in the Treaty Section. The Section will undertake the depositary functions of the Secretary-General for over 560 multilateral treaties, and the registration and publication of approximately 2,000 treaties and treaty actions per year under Article 102 of the Charter; provide timely and accurate information relating to deposited treaties and registered treaties and related actions; provide assistance and advice to Member States, specialized agencies, United Nations offices, treaty bodies and other entities on treaty law, including final clauses of treaties, the depositary practice, and the registration of treaties; and prepare and revise related publications.

6.31 The Treaty Section will continue its computerization programme to respond most effectively to the needs of Member States, in particular with respect to the comprehensive electronic database containing up-to-date depositary and registration information; electronic dissemination of treaty-related information, including online access; and enhancement of the database/workflow system; and will continue to update, enhance and develop the online United Nations Treaty Collection.

6.32 The Section will promote wider participation in the multilateral treaty framework through treaty events and assistance to States on technical and legal aspects relating to participation in treaties deposited with the Secretary-General and registration of treaties, including through training seminars.

Legislative mandates

Subprogramme 1
Provision of legal services to the United Nations system as a whole

Provisions of the Charter of the United Nations

Article 104 of the Charter of the United Nations

Article 105 of the Charter of the United Nations

General Assembly resolutions

13 (I)	Organization of the Secretariat [Establishment of a Legal Department]
22 (I)	Privileges and Immunities of the United Nations
2819 (XXVI)	Security of missions accredited to the United Nations and safety of their personnel and establishment of the Committee on Relations with the Host Country

Subprogramme 2
General legal services provided to United Nations organs and programmes

Provisions of the Charter of the United Nations

Article 104 of the Charter of the United Nations

Article 105 of the Charter of the United Nations

General Assembly resolutions

13 (I)	Organization of the Secretariat [Establishment of a Legal Department]
22 (I)	Privileges and Immunities of the United Nations
61/261	Administration of justice at the United Nations
62/228	Administration of justice at the United Nations
63/253	Administration of justice at the United Nations
68/254	Administration of justice at the United Nations

Subprogramme 3
Progressive development and codification of international law

Provisions of the Charter of the United Nations

Article 13 of the Charter of the United Nations

General Assembly resolutions

174 (II)	Establishment of an International Law Commission
487 (V)	Ways and means for making the evidence of customary international law more readily available
987 (X)	Publication of the documents of the International Law Commission
3006 (XXVII)	*United Nations Juridical Yearbook*
66/99	Effects of armed conflicts on treaties
66/100	Responsibility of international organizations
67/93	Status of the Protocols Additional to the Geneva Conventions of 1949 and relating to the protection of victims of armed conflicts
67/94	Consideration of effective measures to enhance the protection, security and safety of diplomatic and consular missions and representatives
68/104	Responsibility of States for internationally wrongful acts
68/105	Criminal accountability of United Nations officials and experts on mission
68/110	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law
68/112	Report of the International Law Commission on the work of its sixty-fifth session
68/113	Diplomatic protection

68/114	Consideration of prevention of transboundary harm from hazardous activities and allocation of loss in the case of such harm
68/115	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
68/116	The rule of law at the national and international levels
68/117	The scope and application of the principle of universal jurisdiction
68/118	The law of transboundary aquifers
68/119	Measures to eliminate international terrorism
68/254	Administration of justice at the United Nations

Subprogramme 4
Law of the sea and ocean affairs

United Nations Convention on the Law of the Sea

Articles 16 (2), 47 (9), 63 (2), 64, 75 (2), 76 (9), 84 (2), 116-119, 287 (8), 298 (6), 312, 313 (1), 319 (1) and 319 (2); articles 2 (2), 2 (5) and 6 (3) of annex II; articles 2 and 3 (e) of annex V; article 4 (4) of annex VI; article 2 (1) of annex VII; and article 3 (e) of annex VIII

United Nations Fish Stocks Agreement

Articles 26 (1) and 36

General Assembly resolutions adopted annually on the law of the sea and sustainable fisheries, of which the most recent are:

68/70	Oceans and the law of the sea
68/71	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

General Assembly resolution

2205 (XXI)	Establishment of the United Nations Commission on International Trade Law

General Assembly resolutions adopted on the work of the United Nations Commission on International Trade Law, of which the most recent is:

68/106	Report of the United Nations Commission on International Trade Law on the work of its forty-sixth session

Subprogramme 6
Custody, registration and publication of treaties

Provisions of the Charter of the United Nations

Article 102 of the Charter of the United Nations

General Assembly resolutions

23 (I)	Registration of treaties and international agreements
24 (I)	Transfer of certain functions, activities and assets of the League of Nations
97 (I)	Registration and publication of treaties and international agreements: regulations to give effect to Article 102 of the Charter of the United Nations
364 (IV)	Registration and publication of treaties and international agreements
482 (V)	Registration and publication of treaties and international agreements
33/141	Registration and publication of treaties and international agreements pursuant to Article 102 of the Charter of the United Nations
51/158	Electronic treaty database
54/28	United Nations Decade of International Law
68/110	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law

Programme 7

Economic and social affairs

Overall orientation

7.1 The overall objective of the programme is to promote and support international cooperation in the pursuit of sustainable development for all. While focused on tackling interlinked challenges in the social, economic and environmental fields, the programme also seeks to contribute to a mutually reinforcing relationship among the three pillars of United Nations work: peace and security, development and human rights.

7.2 The programme, which is under the responsibility of the Department of Economic and Social Affairs, is ensuring complementarity and synergy among its nine subprogrammes. Its key programmatic thrusts are: (a) to provide substantive support to the bodies established under the Charter of the United Nations dealing with development issues, namely, the General Assembly, the Economic and Social Council and its related functional commissions, and expert bodies; (b) to monitor and analyse development trends, prospects and policy issues globally; and (c) to provide support for capacity development in policy formulation and implementation, in particular in relation to the advancement of the United Nations development agenda beyond 2015 (subject to approval by the General Assembly), through, inter alia, the implementation of the regular programme of technical cooperation and Development Account projects.

7.3 The programme has placed development issues at the centre of global deliberations and helped Member States to forge a shared vision of development, as identified in the outcomes of major United Nations conferences and summits, including the outcome of the United Nations Conference on Sustainable Development, entitled "The future we want" (General Assembly resolution 66/288, annex). The programme is supporting the advancement of the United Nations development agenda beyond 2015 (subject to approval by the General Assembly), including linkages to the Conference and its follow-up process.

7.4 In the biennium 2016-2017, the programme will continue to mobilize and provide practical support to help translate the development commitments into action. It will focus on the delivery of four main functions: (a) monitoring, research and analysis of development issues and emerging challenges, including through support for the global statistical system; (b) normative and policy support for United Nations intergovernmental processes; (c) assistance in capacity development to support the implementation of global conference outcomes at the country level; and (d) fostering collaboration and partnerships within the United Nations system and with civil society and the private sector, while ensuring proper accountability and oversight by Member States. Increased attention will be given to capacity development needs of the least developed countries, small island developing States and countries emerging from conflict.

7.5 Fulfilling those functions requires strengthened analytical and monitoring capacity to identify and address emerging issues and cross-cutting policy challenges and to support both national development strategies and accountability and monitoring mechanisms at the intergovernmental level. Strategic integration is also essential to promoting a coherent and coordinated implementation process for the internationally agreed development goals in the context of advancing the United Nations development agenda beyond 2015 (subject to approval by the General Assembly). This includes enhancing horizontal linkages across the subprogrammes to facilitate more effective and flexible support for Member States in pursuing the development agenda and the follow-up to the United Nations Conference on Sustainable Development, in cooperation with entities of the Executive Committee on Economic and Social Affairs, to which the programme provides strategic support and ensures its stronger linkages with the United Nations Development Group, other executive committees and various other partners.

7.6 The programme will continue to emphasize the mainstreaming of gender perspectives into its subprogrammes.

Subprogramme 1
Economic and Social Council support and coordination

Objective of the Organization: To advance the role of the General Assembly and the Economic and Social Council and promote coordination and coherence in the activities of the United Nations system in the implementation of the internationally agreed development goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened role of the General Assembly and the Economic and Social Council in facilitating and monitoring progress towards the implementation of the internationally agreed development goals, and in reinforcing the linkages between global policy discussion and national efforts to achieve those goals, including through the high-level political forum convened under the auspices of the Economic and Social Council and the Development Cooperation Forum	(a) (i) Increased level of satisfaction of Member States with the support and servicing of the intergovernmental process, including the quality of the reports of the Secretary-General and the implementation of gender-sensitive recommendations
	(ii) Increase in the number of national focal points involved in United Nations country-level work participating in the operational activities segment
	(iii) Increase in the number of stakeholders participating in the Development Cooperation Forum
(b) Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system, including the integration of the three dimensions of sustainable development within the United Nations system	(b) (i) All relevant issues considered by the Economic and Social Council, particularly the annual main theme, are duly included in the agendas and programmes of work of the functional commissions, where appropriate
	(ii) All subsidiary bodies of the Economic and Social Council take action in response to its policy coordination initiatives and documents, where appropriate

	(iii) Increase in the number of subsidiary bodies and United Nations funds, programmes and specialized agencies that provide recommendations and technical guidance on how the Economic and Social Council can integrate their perspectives into the larger picture of sustainable development
	(iv) Increase in the number of United Nations system organizations preparing an action plan for the implementation of General Assembly and Economic and Social Council guidance on operational activities for development and developing strategic plans according to the General Assembly quadrennial comprehensive policy review
	(v) Increased utilization by Member States, in their follow-up, of a simplified process and improved evaluative reporting on the implementation of the quadrennial comprehensive policy review
	(vi) Increased contribution to the deliberations of the Economic and Social Council by non-governmental organizations in consultative status with the Council
(c) Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development	(c) (i) Increase in the number of recommendations and decisions of the Economic and Social Council on long-term development situations of post-conflict countries
	(ii) Increase in the number of interactions between the Economic and Social Council and the Peacebuilding Commission

Strategy

7.7 The Office for Economic and Social Council Support and Coordination is responsible for the subprogramme. The strategy will include:

(a) Strengthening the role of the Economic and Social Council in coordinating progress towards the internationally agreed development goals, and enhancing the integration of the three dimensions of sustainable development, by reinforcing policy development, coherence and coordination through its national reviews of country experiences, with adequate consideration given to promoting gender equality;

(b) Promoting policy coherence and effectiveness among the development activities of different development actors and strengthening the links between the normative and operational work of the United Nations, and contributing to enhanced monitoring and accountability with respect to development cooperation commitments, through the Development Cooperation Forum;

(c) Enhancing the role of the Economic and Social Council in the balanced integration of the economic, social and environmental dimensions of sustainable development through its integration segment;

(d) Assisting the General Assembly and the Economic and Social Council in providing strategic operational guidance to the United Nations development system with a view to enhancing the effectiveness, efficiency, coherence, relevance and impact of United Nations operational activities for development;

(e) Promoting policy dialogue on interrelated economic and social issues through special meetings with international financial and trade institutions;

(f) Promoting policy dialogue through special meetings on emerging development challenges;

(g) Supporting the Committee on Non-Governmental Organizations, facilitating the contribution of civil society to the work of the Economic and Social Council and supporting non-governmental organizations in building their capacity to participate in the work and activities of the United Nations;

(h) Promoting a comprehensive and integrated approach to the follow-up to and implementation of the major United Nations conferences and summits in the work of the functional commissions of the Economic and Social Council by utilizing a more coherent and integrated approach to social, economic, financial, environmental and development issues;

(i) Assisting the Economic and Social Council, in cooperation with the General Assembly and the Security Council, in its work on issues of conflict prevention and post-conflict peacebuilding in countries emerging from conflict;

(j) Strengthening the engagement of the Economic and Social Council with relevant stakeholders in the private sector and civil society, including academic communities and the media.

Subprogramme 2
Social policy and development

Objective of the Organization: To strengthen international cooperation in the area of social development and promote greater social inclusion and well-being for all

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased agreement at the intergovernmental level	(a) (i) Increased percentage of proposed recommendations used in the formulation of resolutions, decisions and agreed conclusions (ii) Increased percentage of gender-sensitive recommendations related to social development issues
(b) Increased knowledge of and acquired skills for implementing social policies at the national and community levels with a view to strengthening the capacity of Member States in this regard	(b) Increase in the number of national personnel trained to implement social policies at the national and community levels and the number of persons declaring intent to use the knowledge and skills acquired in their work
(c) Increased awareness by Governments, civil society, the United Nations system and the private sector of social development analysis	(c) (i) Increase in the number of visits to and downloads from the website of the Division for Social Policy and Development to obtain United Nations research and analysis information (ii) Increase in the number of citations of the two flagship reports of the Division in major international newspapers and academic journals, as well as in publications of other entities of the United Nations system

Strategy

7.8 The Division for Social Policy and Development is responsible for the subprogramme. The strategy will include:

(a) Promoting greater awareness of and support for the integrated follow-up to and the implementation of: (i) the United Nations Millennium Declaration and the 2005 World Summit Outcome; (ii) commitments from United Nations conferences and summits, especially the World Summit for Social Development, the twenty-fourth special session of the General Assembly and the United Nations Conference on Sustainable Development; (iii) those contained in documents such as the Convention on the Rights of Persons with Disabilities, the outcome document of the high-level meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities, the United Nations Declaration on the Rights of

Indigenous Peoples and the follow-up to the International Year of Cooperatives, 2012; (iv) mandates and recommendations of the United Nations Permanent Forum on Indigenous Issues and major international action plans; (v) mandates contained in General Assembly and Economic and Social Council resolutions; (vi) the United Nations system-wide plan of action on the Second United Nations Decade for the Eradication of Poverty, and the social dimensions of the New Partnership for Africa's Development; and (vii) follow-up to the outcomes of the high-level plenary meeting of the General Assembly in 2014, to be known as the World Conference on Indigenous Peoples;

(b) Strengthening research and analysis, improving, rationalizing and streamlining existing methods of work, and facilitating the involvement of civil society in intergovernmental processes with a view to enhancing the effective functioning of intergovernmental and expert bodies, including the work of the Commission for Social Development, the Permanent Forum on Indigenous Issues and the Conference of States Parties to the Convention on the Rights of Persons with Disabilities;

(c) Advocating and promoting understanding of and support for emerging issues in social development through research, analysis, technical assistance and reporting on policy options, in close collaboration and coordination with other United Nations entities, with a view to presenting evidence-based policy recommendations to Member States;

(d) Providing advisory services, training activities and other capacity development activities to enhance the skills and knowledge of national stakeholders to develop and implement social policies and programmes;

(e) Raising civil society awareness and facilitating civil society support for the work of the United Nations on social development;

(f) Strengthening international cooperation to advance social development and well-being for all by promoting the participation of people in all aspects of civil, political, economic, social and cultural life and improved policy design and implementation;

(g) Facilitating deliberations and actions of the Commission for Social Development, the Permanent Forum on Indigenous Issues, the Conference of States Parties to the Convention on the Rights of Persons with Disabilities, the Economic and Social Council and the General Assembly; facilitating agreements on policy recommendations for eradicating poverty, generating employment, reducing inequality and promoting social integration; and directing increased attention to the social pillar of sustainable development.

Subprogramme 3
Sustainable development

Objective of the Organization: To accelerate the implementation of sustainable development goals, targets and commitments in accordance with the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and those to be defined as part of the post-2015 development agenda, including the sustainable development goals, and the outcomes of major United Nations conferences and summits, in particular the United Nations Conference on Sustainable Development, and Agenda 21

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective review of and agreement by Member States on key sustainable development challenges and priority actions to advance implementation of agreed outcomes on sustainable development and integration of the three dimensions of sustainable development, including outcomes of major United Nations conferences on sustainable development, and Agenda 21	(a) Increased percentage of Member States expressing satisfaction with the support and servicing of intergovernmental processes, including activities related to consensus-building, partnerships and voluntary commitments, policy analysis and participation of major groups and other relevant stakeholders
(b) Increased accessibility of information, understanding and knowledge of policy options, practical measures and concrete actions needed for the adoption and implementation of sustainable development at the local, national, regional and international levels	(b) (i) Increase in the number of inputs by Member States into databases on partnerships, voluntary commitments, best practices and lessons learned (ii) Increase in the number of visits to and downloads from the website of the Sustainable Development Knowledge Platform and its related social media forums to obtain information, documentation and publications
(c) Enhanced capacity of developing countries, including small island developing States, and countries with economies in transition to formulate and implement strategies, policies, frameworks and programmes in support of sustainable development, with a special focus on gender equality and empowerment of women	(c) (i) Increase in the number of countries assisted by the Division, through the subprogramme, that have launched policy initiatives and developed partnerships, programmes and plans of action aimed at achieving sustainable development goals (ii) Increase in the number of national staff, disaggregated by sex, who have acquired enhanced knowledge and skills to effectively support the implementation of programmes and plans of action for sustainable development

(d) Strengthened science-policy interface in decision-making at all levels	(d) (i) Increased percentage of participants from Member States providing positive feedback on the support provided by the Secretariat (ii) Number of positive comments on the usefulness of the global sustainable development report

Strategy

7.9 The Division for Sustainable Development is responsible for the subprogramme. The strategy will include:

(a) Promoting and supporting effective, coherent and coordinated implementation of the outcomes of major United Nations agreements on sustainable development in general and the sustainable development of the least developed countries, landlocked developing countries and small island developing States, at the national, regional and global levels, with an emphasis on greater integration of social, economic and environmental dimensions of sustainable development through national sustainable development strategies;

(b) Providing substantive and effective support, including policy development and analysis, to the high-level political forum and the follow-up to the United Nations Conference on Sustainable Development, including through the preparation of periodic sustainable development reports;

(c) Providing coordinated and coherent support for United Nations system-wide efforts to implement agreed outcomes on sustainable development, to support intergovernmental processes and to mainstream sustainable development into United Nations work programmes;

(d) Supporting the development of the capacity of Member States, including small island developing States, at their request, to formulate and implement national strategies to achieve sustainable development goals, including policy and programme support for water, energy, sustainable transport and cities, disaster risk reduction, oceans and responses to climate change, and supporting Member States in developing effective review and reporting systems at all levels;

(e) Engaging major groups and other stakeholders in the work of the United Nations on sustainable development;

(f) Analysing sustainable development trends and policies, including on means of implementation, culminating in global sustainable development reports for consideration by the high-level political forum;

(g) Maintaining and improving transparent, user-friendly and easily accessible websites and social media forums, including database systems, a partnerships platform and a registry of voluntary commitments;

(h) Providing information and summary reports on partnerships and voluntary commitments for sustainable development to Member States.

Subprogramme 4
Statistics

Objective of the Organization: To advance the global statistical and geospatial information system in order to produce high quality, easily accessible comparable national statistics and geospatial information systems for policymakers and other users at the national and international levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened global statistical and geospatial information system, with more active participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of development indicators	(a) (i) Increase in the number of participants from countries and international organizations attending the sessions of the Statistical Commission and the United Nations Committee of Experts on Global Geospatial Information Management, high-level forums, workshops, expert group meetings and seminars
	(ii) Increase in the number of collaborative activities carried out with international organizations on the rationalization and harmonization of development indicators
(b) Better and broader use by Governments, international organizations, research institutes, the private sector and the general public of statistical data and technical guidelines produced by the subprogramme	(b) (i) Increase in the number of requests for statistical data satisfied by the Statistics Division
	(ii) Increase in the number of visits to the Statistics Division website
(c) Strengthened capacity of developing countries, in particular the least developed countries, as well as countries with economies in transition, to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields, to produce high quality data, including data disaggregated by sex, for policymakers and the public in general	(c) (i) Increase in the number of national statistical staff who have been effectively utilizing knowledge and skills acquired at training and capacity development activities delivered by the subprogramme
	(ii) Increase in the number of countries that have received guidelines and capacity development support for developing and implementing sustainable national statistical systems

Strategy

7.10 The subprogramme is under the responsibility of the Statistics Division. The strategy will include:

(a) Expanding the normative role of the subprogramme in the development and enhancement of statistical standards, the collection and dissemination of statistical data by Member States and the coordination of international statistical and geospatial information activities, especially those related to new and emerging policy issues;

(b) Assisting countries in building and managing sustainable national statistical systems with appropriate governance structures and in utilizing modern data capture, processing and dissemination technologies, in order to enhance the quality of and accessibility to policy-relevant statistical information;

(c) Developing statistical concepts, definitions, classifications and methods for the collection, compilation, storage, analysis and dissemination of statistics and indicators, for use by statistical authorities at the national level;

(d) Compiling and disseminating global statistical information in the areas of economic, social, demographic and environmental statistics, including data disaggregated by sex, increasingly using modern information and communications technologies to facilitate data exchange and to enhance accessibility to comparable national statistics for policymakers and other national and international users;

(e) Strengthening national statistical systems of developing countries by disseminating methodological information, conducting training, supporting their participation in the regional and international exchange of experiences and providing other appropriate forms of capacity development support, including technical advisory services upon request;

(f) Facilitating the coordination of international activities in the area of geospatial information management, in order to share experiences and harmonize tools, promoting the use of mapping and geographical information systems for modern surveying, promoting the harmonization and standardization of geographical names, and facilitating better integration of statistical and geospatial information;

(g) Coordinating international statistical activities by cooperating with other international organizations to enhance the coordinated system of international statistical work, including the development of standards and methods, the provision of technical support services and the dissemination of consistent, high-quality data and indicators; and, in particular, enhancing coherence in the statistical data work of the entire United Nations system.

Subprogramme 5
Population

Objective of the Organization: To strengthen the international community's capacity to effectively address current and emerging population issues and to integrate the population dimensions into the international development agenda

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of the international community of new and emerging population issues and increased knowledge and understanding of the interactions between population and development, including the gender dimensions of demographic phenomena, especially in regard to fertility, mortality, migration, family planning, urbanization, population growth, population ageing and the environment	(a) Increased interaction of the subprogramme with other key stakeholders in the area of population
(b) Effectively facilitate review by Member States of progress made in the further implementation of the Programme of Action of the International Conference on Population and Development and of relevant instruments of the United Nations development agenda	(b) (i) All documents produced by the subprogramme for the Commission on Population and Development are made available to Member States on time (ii) Degree of satisfaction among Member States regarding the information and data provided by the subprogramme to the intergovernmental bodies
(c) Improved accessibility and timeliness of population information and data, sex- and age-disaggregated data for use by Member States, the United Nations system, civil society and academia	(c) Increased number of visits to the Population Division website

Strategy

7.11 The Population Division is responsible for the subprogramme. The objective will be achieved by:

(a) Providing substantive support to United Nations bodies, especially the Commission on Population and Development, assessing progress made in the implementation of the Programme of Action of the International Conference on Population and Development and the achievement of the internationally agreed development goals, and following up on the decision of the General Assembly to extend the Programme of Action beyond 2014;

(b) Facilitating the discussion of key or emerging population issues by experts or government representatives;

(c) Preparing comprehensive studies on population issues and trends relating to fertility, family planning, mortality, international and internal migration, urbanization, population growth, population ageing, population projections, population policy and population in relation to development;

(d) Disseminating population information and policy-relevant findings in the area of population through the Population Division websites;

(e) Supporting capacity development to address population issues through workshops or the dissemination of technical material, such as manuals and software, in collaboration with other subprogrammes and entities in related areas.

Subprogramme 6
Development policy and analysis

Objective of the Organization: To facilitate the reaching of intergovernmental agreement on the economic policies and actions necessary at the national and international levels to improve long-term development prospects by strengthening the international debate on new and emerging economic development issues and challenges and on the world economic situation

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened international debate by assisting the General Assembly and the Economic and Social Council in identifying and understanding new and emerging economic development issues and challenges in the context of advancing the internationally agreed development goals	(a) (i) Increase in the number of economic policies and actions debated to achieve internationally agreed development goals
	(ii) Increased percentage of Member States responding to surveys that find the main analytical reports of the subprogramme "useful" and "very useful"
	(iii) Increase in the number of joint activities with the United Nations Conference on Trade and Development and the regional commissions to better evaluate the global macroeconomic situation
(b) Improved awareness of and dialogue on the world economic situation, including fostering and disseminating a unified United Nations view on the world economic outlook and its implications for the prospects of developing countries, including the least developed countries	(b) (i) Increase in the number of references in official documents to the analysis by the Development Policy and Analysis Division of the world economic situation
	(ii) Increase in the number of downloads from the website of the Development Policy and Analysis Division to obtain information, documentation and publications

(c) Strengthened capacity of developing countries, including the least developed countries, and economies in transition to integrate macroeconomic, environmental and social policies, including gender dimensions, in national development strategies and to make macroeconomic stability compatible with the long-term goals of poverty eradication and sustainable development, and also, once defined and agreed upon, with the core principles and objectives of the post-2015 United Nations development agenda	(c) Increase in the number of developing countries that have developed proposals and plans of action on the integration of macroeconomic and social policies, with adequate consideration given to promoting gender equality, into national development strategies in the context of sustainable development and a post-2015 development agenda

Strategy

7.12 The Development Policy and Analysis Division is responsible for the subprogramme. The strategy will focus on:

(a) Analysis of emerging economic issues for the United Nations development agenda and actions to promote development in developing countries, with emphasis on greater integration of sustainable development concerns and objectives into policymaking, and supported by an integrated monitoring and analytical system. To that end, the subprogramme will collaborate and coordinate closely with other United Nations system entities, and substantive and effective support for the work of the Committee for Development Policy will be provided;

(b) Expanded dissemination of the *World Economic and Social Survey*, *World Economic Situation and Prospects* and reports by the Committee for Development Policy among research, academic and other development institutions, as well as in Member States;

(c) Development of a unified United Nations perspective on the short-term global macroeconomic situation and prospects and provision of timely and accurate assessments of the benefits of coordinated international macroeconomic policies by: (i) participating in international forums; (ii) improving the global economic forecasting and policy modelling framework; and (iii) collaborating with the United Nations Conference on Trade and Development and the regional commissions;

(d) Substantive interaction with development institutions, including academic and research bodies, including by providing support to other United Nations entities in addressing the economic development policy implications of cross-cutting challenges;

(e) Assistance to the General Assembly, the Economic and Social Council and the Security Council by providing information on countries' economic structures, performance, prospects and related issues, to facilitate their review of conflict and post-conflict situations, and analysis of those policy measures at the international, regional and national levels, to facilitate peacebuilding and peacekeeping;

(f) Analysing macroeconomic policies for development; providing assistance to developing countries in strengthening their capacity to apply instruments for policy analysis and monitoring systems in support of their national development strategies aimed at achieving the internationally agreed development goals, including the United Nations development agenda beyond 2015, with adequate consideration given to promoting gender equality; and supporting the integrated implementation framework through monitoring of the commitments made in support of the internationally agreed development goals by Member States and other international stakeholders;

(g) Advisory services and technical assistance to the least developed countries and those graduating from that category in improving their capacity to overcome structural development bottlenecks and identifying needs and opportunities for international economic cooperation.

Subprogramme 7
Public administration and development management

Objective of the Organization: To foster effective, efficient, transparent, accountable, innovative and citizen-centred public governance, administration and services for sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved accessibility of information, knowledge-sharing, learning and partnerships through the United Nations Public Administration Network and the United Nations Public Administration Country Studies	(a) (i) Increased number of visits to and downloads from the United Nations Public Administration Network
	(ii) Increased number of stakeholders in the area of public administration and governance benefiting from usage of an online public administration knowledge base
(b) Enhanced common understanding, resolutions and actions on public governance and administration issues	(b) (i) Increased number of references, recommendations and decisions in resolutions of intergovernmental bodies
	(ii) Increased number of analytical research, advocacy, advisory, training and knowledge-sharing services, especially for the developing countries, upon request
	(iii) Increased number of references, recommendations and decisions in national plans and policies, drawn from publications and products of the subprogramme
(c) Increased capacities of national and local governments for strengthening professionalism, accountability and excellence in the public sector, including in the context of gender mainstreaming and development management	(c) (i) Increased number of entries submitted to the United Nations Public Service Awards and Public Service Day, including specific focus on gender responsiveness

(ii) Increased number of public administration professionals and other stakeholders who have effectively acquired skills and knowledge through the subprogramme's online and offline training activities

(iii) Increased number of methodological, technical and policy recommendations implemented by governments, based on the subprogramme's advisory services and capacity development activities

Strategy

7.13 The Division for Public Administration and Development Management is responsible for the subprogramme. The strategy will focus on issues related to innovative public administration and transformative governance in advancing sustainable development on the basis of an integrated approach by:

(a) Providing secretariat and substantive support to the General Assembly and the Economic and Social Council on issues related to public administration, governance and e-government in support of sustainable development;

(b) Promoting greater awareness, common approaches, understanding and sustainable policy options among Governments through advocacy and knowledge transfer on good governance, through the Committee of Experts on Public Administration, United Nations Public Service Day and the United Nations Public Service Awards;

(c) Providing advisory services and capacity-building tools based on research and analysis, including through the United Nations Public Administration Country Studies, e-government surveys and the *World Public Sector Reports*;

(d) Strengthening partnerships and cooperation with other international, regional and professional organizations, both public and private, and within and outside the United Nations system, including through the United Nations Public Administration Network.

Subprogramme 8
Sustainable forest management

Objective of the Organization: To advance long-term political commitment to the management, conservation and sustainable development of all types of forests at the global, regional and national levels and to promote the achievement of the global objectives on forests and the effective implementation of the non-legally binding instrument on all types of forests

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective support to the follow-up and implementation of the decision on the future international arrangement on forests, taking into account the role of forests for achieving the sustainable development goals within the United Nations development agenda	(a) Increase in the number of recommendations, analytical studies and reports on the implementation of the decision on the future international arrangement on forests, and on the contribution of forests to the achievement of the sustainable development goals within the United Nations development agenda, prepared with the support of the secretariat of the United Nations Forum on Forests
(b) Enhanced monitoring, assessment of and reporting on the implementation of the non-legally binding instrument on all types of forests and the progress towards achieving the global objectives on forests, and mainstreaming a gender perspective	(b) Increase in the number of reports submitted by countries to the United Nations Forum on Forests, including information on gender perspectives, on the progress made in the implementation of the non-legally binding instrument on all types of forests and the achievement of the global objectives on forests
(c) Improved collaboration and coordination on sustainable management of all types of forests and trees outside forests among Governments, major groups, organizations, instruments and processes, as well as the members of the Collaborative Partnership on Forests	(c) Increase in the number of partnerships, collaborative activities and initiatives undertaken to promote sustainable forest management with the support of the secretariat of the United Nations Forum on Forests
(d) Increased awareness and support for national-, regional- and global-level actions on sustainable management of all types of forests and trees outside forests	(d) Increase in the number of national-, regional- and global-level actions undertaken with the support of the secretariat of the United Nations Forum on Forests
(e) Enhanced capacity of Member States for advancing sustainable management of all types of forests and implementing the non-legally binding instrument on all types of forests, especially the achievement of the global objectives	(e) Increase in the number of Member States that have benefited from the activities of the United Nations Forum on Forests aimed at promoting the implementation of sustainable forest management, including the implementation of the non-legally binding instrument on all types of forests

Strategy

7.14 The secretariat of the United Nations Forum on Forests is responsible for the subprogramme. The strategy will include:

(a) Supporting efforts to advance the management, conservation and sustainable development of all types of forests and trees outside forests, including the non-legally binding instrument on all types of forests and its global objectives on forests, and, to this end, enhancing cooperation through country- and region-led initiatives, as well as supporting the interaction between the United Nations Forum on Forests and relevant regional and subregional organizations and processes, with the participation of major groups and other relevant stakeholders;

(b) Promoting greater awareness, at all levels, of the role of forests in achieving the sustainable development goals within the United Nations development agenda, as well as the United Nations Forum on Forests, and the objectives of the international arrangement on forests;

(c) Providing substantive support for continued policy development, dialogue and agreements to the intergovernmental processes, in particular the United Nations Forum on Forests;

(d) Enhancing cooperation and policy and programme coordination on forest-related issues, including by providing support to the Collaborative Partnership on Forests and promoting knowledge exchange and capacity-building through a cross-sectoral, cross-institutional approach to realize the full potential of forests for a sustainable future for all;

(e) Monitoring, assessing and reporting on the progress of national, regional and global actions in the sustainable management of all types of forests, as well as undertaking research on analysis and dissemination of that data and information;

(f) Providing substantive support through the facilitative process, addressing special needs of Africa, the least developed countries, low-forest-cover countries, high-forest-cover low-deforestation countries and small island developing States, in developing and applying means of implementation;

(g) Contributing to strengthened regional and international cooperation, including North-South, South-South and public-private partnerships, on sustainable forest management;

(h) Providing substantive support for the dissemination of technical knowledge and information through an improved user-friendly and easily accessible website;

(i) Assisting Member States, at their request, in advancing the sustainable management of all types of forests, including implementing the non-legally binding instrument on all types of forests, particularly for achieving its global objectives;

(j) Contributing to the departmental priorities to integrate the full potential of forests and furthering complementarity and collaboration with other subprogrammes in related areas.

Subprogramme 9
Financing for development

Objective of the Organization: To promote and support sustained follow-up to the agreements reached at the International Conferences on Financing for Development, as contained in the 2002 Monterrey Consensus, and the 2008 Doha Declaration on Financing for Development, and financing for development-related aspects of the outcomes of major United Nations conferences and summits in the economic and social fields, including the United Nations Conference on Sustainable Development and the United Nations development agenda beyond 2015 (subject to approval by the General Assembly)

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective multi-stakeholder monitoring of and follow-up to the Monterrey Consensus, the Doha Declaration on Financing for Development and other related outcomes, including the outcome of the United Nations Conference on Sustainable Development, as well as the United Nations development agenda beyond 2015 (subject to approval by the General Assembly)	(a) Increase in the number of contributions from all the relevant stakeholders to the annual analytical assessment of the implementation of the Monterrey Consensus, the Doha Declaration on Financing for Development, and other related outcomes, including the outcome of the United Nations Conference on Sustainable Development, as well as the United Nations development agenda beyond 2015 (subject to approval by the General Assembly)
(b) Strengthened role and fuller use of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination with other related outcomes	(b) Increase in the number and scope of agreements reached by Member States in the General Assembly and the Economic and Social Council, as well as in the relevant intergovernmental bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination with other related outcomes
(c) Fuller engagement of Governments and greater cooperation among all institutional and non-institutional stakeholders involved in the financing for development process, to ensure proper follow-up to the implementation of agreements reached at the Monterrey and Doha Conferences on Financing for Development and the United Nations development agenda beyond 2015 (subject to approval by the General Assembly), with due regard to issues of gender equality	(c) Increase in the number of multi-stakeholder events on financing for development, including the international and regional financial and trade institutions, as well as civil society and the private sector, including experts on issues related to gender equality

(d) Increased contribution by the United Nations in promoting international cooperation in tax matters, including capacity development in developing countries, for the purpose of domestic and international resource mobilization within the integrated framework of the United Nations development agenda beyond 2015	(d) Increase in the number of updates to the United Nations Model Double Taxation Convention between Developed and Developing Countries, as well as of guidelines, manuals and training materials on financing for development, serving as tools for strengthening the capacity of relevant authorities in developing countries

Strategy

7.15 The Financing for Development Office is responsible for the subprogramme. The strategy will include:

(a) Serving as a focal point in the United Nations Secretariat for overall follow-up to the implementation at the national, regional and global levels of the outcomes of the 2002 and 2008 International Conferences on Financing for Development, and, in this context, intensifying collaboration and interaction with all relevant stakeholders;

(b) Promoting policy coherence within the United Nations on issues related to financing for development, for the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields, including the outcome of the United Nations Conference on Sustainable Development and the United Nations development agenda beyond 2015 (subject to approval by the General Assembly);

(c) Providing substantive secretariat support to the intergovernmental process entrusted with the follow-up to the Monterrey and Doha Conferences on Financing for Development, as well as financing for development aspects of related outcomes, including the outcome of the United Nations Conference on Sustainable Development;

(d) Organizing, in collaboration with experts from the public and private sectors, including experts on issues related to gender equality, multi-stakeholder activities aimed at better enabling Member States to implement their commitments as agreed upon in the Monterrey Consensus and the Doha Declaration on Financing for Development, as well as the outcome of the United Nations Conference on Sustainable Development and the United Nations development agenda beyond 2015 (subject to approval by the General Assembly);

(e) Providing secretariat support for the work of the Committee of Experts on International Cooperation in Tax Matters;

(f) Providing advisory services and technical assistance to developing countries and countries with economies in transition in the area of domestic and international resource mobilization for sustainable development, including the area of international tax cooperation.

Legislative mandates

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development (subprogrammes 4, 5 and 6)
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development (subprogrammes 3, 4 and 5)
50/227	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields (subprogrammes 1 and 6)
51/176	Implementation of the Programme of Action of the International Conference on Population and Development (subprogrammes 4 and 5)
51/240	Agenda for Development (all subprogrammes)
55/2	United Nations Millennium Declaration (all subprogrammes)
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
57/144	Follow-up to the outcome of the Millennium Summit (all subprogrammes)
57/253	World Summit on Sustainable Development (all subprogrammes)
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of major United Nations conferences and summits in the economic and social fields (all subprogrammes)
58/220	Economic and technical cooperation among developing countries (subprogrammes 1, 2, 3, 4 and 7)
58/225	Role of the United Nations in promoting development in the context of globalization and interdependence (subprogrammes 1 and 6)
58/269	Strengthening of the United Nations: an agenda for further change (all subprogrammes)
59/243	Integration of the economies in transition into the world economy (subprogrammes 6 and 7)
60/1	2005 World Summit Outcome (all subprogrammes)
60/265	Follow-up to the development outcome of the 2005 World Summit, including the Millennium Development Goals and the other internationally agreed development goals (all subprogrammes)

62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly (subprogrammes 2, 4 and 5)
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system (subprogrammes 1, 2 and 7)
64/141	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (all subprogrammes)
64/220	Operational activities for development of the United Nations system (subprogrammes 1, 2 and 7)
64/236	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development (all subprogrammes)
66/288	The future we want

Economic and Social Council resolutions and decisions

1998/7	Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development (subprogrammes 4 and 5)
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all (all subprogrammes)
2009/12	Mainstreaming a gender perspective into all policies and programmes of the United Nations system (all subprogrammes)
2009/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16 (all subprogrammes)

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

2002	The contribution of human resources development, including in the areas of health and education, to the process of development (all subprogrammes)
2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development (all subprogrammes)

2004	Resources mobilization and enabling environment for poverty eradication in the context of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
2006	Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development
2007	Strengthening efforts at all levels to promote pro-poor sustained economic growth, including through equitable macroeconomic policies
2007	Annual ministerial review on the theme "Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development"
2008	Development Cooperation Forum
2008	Annual ministerial review on the theme "Implementing the internationally agreed goals and commitments in regard to sustainable development"

Subprogramme 1
Economic and Social Council support and coordination

General Assembly resolutions

45/264	Restructuring and revitalization of the United Nations in the economic, social and related fields
48/162	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
48/209	Operational activities for development: field offices of the United Nations development system
52/12 B	Renewing the United Nations: a programme for reform
57/295	Information and communication technologies for development
58/126	Revitalization of the work of the General Assembly
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
60/180	The Peacebuilding Commission
60/252	World Summit on the Information Society
61/16	Strengthening of the Economic and Social Council
63/311	System-wide coherence
64/206	Promotion of new and renewable sources of energy

64/289	System-wide coherence
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
65/285	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
67/290	Format and organizational aspects of the high-level political forum on sustainable development
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals

Economic and Social Council resolutions and decisions

1996/31	Consultative relationship between the United Nations and non-governmental organizations
1999/51	Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions
2000/19	Funding operational activities for development of the United Nations system
2001/27	Implementation of General Assembly resolutions 50/227 and 52/12 B: improving the working methods of the functional commissions of the Economic and Social Council
2002/225	Establishment of the general voluntary trust fund in support of the United Nations NGO Informal Regional Network
2009/32	African countries emerging from conflict
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2013/15	Ad Hoc Advisory Group on Haiti
2013/231	African countries emerging from conflict

Economic and Social Council agreed conclusions

1995/1	Coordinated follow-up by the United Nations system and implementation of the results of the major international conferences organized by the United Nations in the economic, social and related fields
1997/1	Fostering an enabling environment for development: financial flows, including capital flows, investment and trade
2000/2	Assessment of the progress made within the United Nations system, through the conference reviews, in the promotion of an integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits in the economic, social and related fields
2001/1	Role of the United Nations in promoting development, particularly with respect to access to and transfer of knowledge and technology, especially information and communication technologies, inter alia, through partnerships with relevant stakeholders, including the private sector
2002/1	Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration (all subprogrammes)
2008/2	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2008/4	Measures to improve the quadrennial reporting procedures
2008/5	Strengthening of the Non-Governmental Organizations Branch of the Department of Economic and Social Affairs of the United Nations Secretariat
2008/29	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

1998	Market access: developments since the Uruguay Round, implications, opportunities and challenges, in particular for the developing countries and the least developed among them, in the context of globalization and liberalization
1999	The role of employment and work in poverty eradication: the empowerment and advancement of women

2000	Development and international cooperation in the twenty-first century: the role of information technology in the context of a knowledge-based global economy
2001	The role of the United Nations system in support of the efforts of African countries to achieve sustainable development
2002	The contribution of human resources development, including in the areas of health and education, to the process of development
2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development
2004	Resources mobilization and enabling environment for poverty eradication in the context of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2006	Creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development
2007	Strengthening efforts to eradicate poverty and hunger, including through the global partnership for development
2008	Implementing the internationally agreed goals and commitments in regard to sustainable development
2009	Implementing the internationally agreed goals and commitments in regard to global public health
2010	Implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women
2011	Implementing the internationally agreed goals and commitments in regard to education
2012	Promoting productive capacity, employment and decent work to eradicate poverty in the context of inclusive, sustainable and equitable economic growth at all levels for achieving the Millennium Development Goals
2013	Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals

Subprogramme 2
Social policy and development

General Assembly resolutions

37/52	World Programme of Action concerning Disabled Persons
S-24/2	Further initiatives for social development

47/196	Observance of an international day for the eradication of poverty
48/96	Standard Rules on the Equalization of Opportunities for Persons with Disabilities
50/81	World Programme of Action for Youth to the Year 2000 and Beyond
51/58	The role of cooperatives in the light of new economic and social trends
61/295	United Nations Declaration on the Rights of Indigenous Peoples
62/213	The role of the United Nations in promoting a new global human order
65/186	Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond
66/121	Policies and programmes involving youth
66/122	Promoting social integration through social inclusion
66/149	World Down Syndrome Day
66/229	Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
67/142	Preparations for and observance of the twentieth anniversary of the International Year of the Family
68/3	Outcome document of the high-level meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities: the way forward, a disability-inclusive development agenda towards 2015 and beyond
68/133	Cooperatives in social development
68/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
68/149	Rights of indigenous peoples
68/226	Second United Nations Decade for the Eradication of Poverty (2008-2017)

Economic and Social Council resolutions

1996/7	Follow-up to the World Summit for Social Development and the future role of the Commission for Social Development

1996/31	Consultative relationship between the United Nations and non-governmental organizations
2000/22	Establishment of a Permanent Forum on Indigenous Issues
2008/18	Promoting full employment and decent work for all
2008/19	Future organization and methods of work of the Commission for Social Development
2008/20	Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights
2011/26	Social dimensions of the New Partnership for Africa's Development
2011/27	Further promotion of equalization of opportunities by, for and with persons with disabilities and mainstreaming disability in the development agenda
2012/10	Preparations for and observance of the twentieth anniversary of the International Year of the Family
2013/28	Mainstreaming disability in the development agenda: towards 2015 and beyond

Economic and Social Council agreed conclusions

1996/1	Coordination of the United Nations system activities for poverty eradication
2006	Ministerial Declaration on creating an environment at the national and international levels conducive to generating full and productive employment and decent work for all, and its impact on sustainable development
2007	Ministerial Declaration on strengthening efforts to eradicate poverty and hunger, including through the global partnership for development

Subprogramme 3
Sustainable development

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development
S-19/2	Programme for the Further Implementation of Agenda 21
S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

57/253	World Summit on Sustainable Development
58/217	International Decade for Action, "Water for Life", 2005-2015
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
59/229	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
65/2	Outcome document of the High-level Review Meeting on the Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/194	Protection of coral reefs for sustainable livelihoods and development
67/215	Promotion of new and renewable sources of energy
67/290	Format and organizational aspects of the high-level political forum on sustainable development
68/210	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
68/216	Harmony with Nature
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Economic and Social Council resolution

2013/19	Conclusion of the work of the Commission on Sustainable Development

Subprogramme 4
Statistics

General Assembly resolutions

57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields (paras. 31 and 50)
64/267	World Statistics Day
68/261	Fundamental Principles of Official Statistics

Economic and Social Council resolutions and decisions

1564 (L)	Principles and recommendations for a vital statistics system
1566 (L)	Coordination of work in the field of statistics
1989/3	International economic classifications
1993/5	1993 System of National Accounts
1995/61	The need to harmonize and improve United Nations information systems for optimal utilization and accessibility by all States
2000/27	Basic indicators for the integrated and coordinated implementation of and follow-up to major United Nations conferences and summits at all levels
2005/13	2010 World Population and Housing Census Programme
2006/6	Strengthening statistical capacity
2008/241	Tenth United Nations Conference on the Standardization of Geographical Names and twenty-fifth session of the United Nations Group of Experts on Geographical Names
2010/241	Documentation considered by the Economic and Social Council in connection with cartography
2011/24	Committee of Experts on Global Geospatial Information Management
2011/251	Report of the United Nations Group of Experts on Geographical Names on its twenty-sixth session, venue and dates of and provisional agenda for its twenty-seventh session and venue and dates of and provisional agenda for the Tenth United Nations Conference on the Standardization of Geographical Names
2013/21	Fundamental Principles of Official Statistics

Subprogramme 5
Population

General Assembly resolutions

49/128	Report of the International Conference on Population and Development
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
57/299	Follow-up to the outcome of the twenty-sixth special session: implementation of the Declaration of Commitment on HIV/AIDS
63/225	International migration and development

65/170	International migration and development
65/234	Follow-up to the International Conference on Population and Development beyond 2014
67/219	International migration and development

Economic and Social Council resolutions

1994/2	Work programme in the field of population
1995/55	Implementation of the Programme of Action of the International Conference on Population and Development
1997/2	International migration and development
1997/42	Follow-up to the International Conference on Population and Development
1999/10	Population growth, structure and distribution

Commission on Population and Development resolutions

1997/2	Reporting requirements to the Commission on Population and Development
1997/3	Work programme in the field of population
1998/1	Health and mortality
2000/1	Population, gender and development
2001/1	Population, environment and development
2003/1	Population, education and development
2004/1	Work programme in the field of population
2004/2	Follow-up to the Programme of Action of the International Conference on Population and Development
2005/1	Population, development and HIV/AIDS, with particular emphasis on poverty
2005/2	Contribution of the implementation of the Programme of Action of the International Conference on Population and Development, in all its aspects, to the achievement of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration
2006/1	Methods of work of the Commission on Population and Development
2006/2	International migration and development

2007/1	Changing age structures of populations and their implications for development
2008/1	Population distribution, urbanization, internal migration and development
2009/1	The contribution of the Programme of Action of the International Conference on Population and Development to the internationally agreed development goals, including the Millennium Development Goals
2010/1	Health, morbidity, mortality and development
2011/1	Fertility, reproductive health and development
2012/1	Adolescents and youth
2013/1	New trends in migration: demographic aspects

Subprogramme 6
Development policy and analysis

General Assembly resolutions

59/209	Smooth transition strategy for countries graduating from the list of least developed countries
61/210	Integration of economies in transition into the world economy
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
64/189	Unilateral economic measures as a means of political and economic coercion against developing countries
64/208	Development cooperation with middle-income countries
67/221	Smooth transition for countries graduating from the list of least developed countries
68/200	Unilateral economic measures as a means of political and economic coercion against developing countries
68/226	Second United Nations Decade for the Eradication of Poverty (2008-2017)

Economic and Social Council resolutions and decisions

1990/52	Role of the United Nations in the early identification, analysis and forecasting of world economic developments
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2011/20	Report of the Committee for Development Policy on its thirteenth session

2011/274	Review of United Nations support for small island developing States
2013/20	Report of the Committee for Development Policy

Subprogramme 7
Public administration and development management

General Assembly resolutions

50/225	Public administration and development
52/87	International cooperation against corruption and bribery in international commercial transactions
55/61	An effective international legal instrument against corruption
58/13	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
60/34	Public administration and development
64/218	Human resources development
65/1	Keeping the promise: united to achieve the Millennium Development Goals
66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
68/198	Information and communications technologies for development

Economic and Social Council resolutions and decisions

2000/231	Recommendations made by the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting
2001/45	Restructuring and revitalization of the Group of Experts on the United Nations Programme in Public Administration and Finance
2005/3	Public administration and development
2012/5	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2013/23	Report of the Committee of Experts on Public Administration on its twelfth session

Resolution of the Conference of the States Parties to the United Nations Convention against Corruption on its fourth session, held in Marrakech, Morocco, from 24 to 28 October 2011

4/3	Marrakech declaration on the prevention of corruption

Subprogramme 8
Sustainable forest management

General Assembly resolutions

57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
61/193	International Year of Forests, 2011
67/200	International Day of Forests
67/290	Format and organizational aspects of the high-level political forum on sustainable development
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council

Economic and Social Council resolutions and decisions

2000/35	Report on the fourth session of the Intergovernmental Forum on Forests (establishment of the United Nations Forum on Forests)
2006/49	Outcome of the sixth session of the United Nations Forum on Forests
2007/40	Non-legally binding instrument on all types of forests
2009/268	Report of the United Nations Forum on Forests on the special session of its ninth session
2013/240	Report of the United Nations Forum on Forests on its tenth session and provisional agenda for its eleventh session

Subprogramme 9
Financing for development

General Assembly resolutions

56/210 B	International Conference on Financing for Development
57/250	High-Level Dialogue on strengthening international economic cooperation for development through partnership
57/273	Ensuring effective secretariat support for sustained follow-up to the outcome of the International Conference on Financing for Development
63/239	Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development

67/289	The United Nations in global economic governance
68/201	International financial system and development
68/202	External debt sustainability and development
68/204	Follow-up to the International Conference on Financing for Development

Economic and Social Council resolutions

2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up
2010/26	Follow-up to the International Conference on Financing for Development and the 2008 Review Conference
2013/24	Committee of Experts on International Cooperation in Tax Matters
2013/44	Follow-up to the International Conference on Financing for Development

Programme 8

Least developed countries, landlocked developing countries and small island developing States

Overall orientation

8.1 The legislative authority for the programme derives from General Assembly resolutions: resolution 56/227, whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; resolution 65/280, whereby the Assembly endorsed the Istanbul Declaration and the Programme of Action for the Least Developed Countries for the Decade 2011-2020; resolution 58/201, whereby the Assembly endorsed the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries and the Almaty Declaration; resolution 63/2, whereby the Assembly adopted the outcome document of the high-level meeting of the sixty-third session of the Assembly on the midterm review of the Almaty Programme of Action; and resolution 59/311, whereby the Assembly endorsed the Mauritius Declaration and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States.

8.2 The mandate of the programme covers four main elements:

(a) Mobilization and coordination of international support and resources for the effective implementation of: (i) the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020; (ii) the outcome of the 10-year review of the Almaty Programme of Action; and (iii) the outcome of the third International Conference on Small Island Developing States;

(b) Enhanced monitoring and follow-up to the three programmes of action;

(c) Awareness-raising and advocacy with respect to the three groups of countries (least developed countries, landlocked developing countries and small island developing States) and their respective programmes of action;

(d) Reporting on the implementation of the programmes of action as effective tools for reaching the international development goals of the three groups of countries.

8.3 The programme will also contribute to achieving the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the post-2015 development agenda and the sustainable development goals and in the outcomes of major United Nations conferences and international agreements. It will mobilize international support in favour of its three groups of constituencies in the areas of capacity-building and increased technical and financial resources in promoting sustained growth and sustainable development. Gender mainstreaming and women's empowerment are an important dimension in the implementation of the three programmes of action.

8.4 The overall programme of work of the Office of the High Representative is designed around three interdependent and complementary subprogrammes, namely, subprogramme 1, Least developed countries, subprogramme 2, Landlocked developing countries, and subprogramme 3, Small island developing States.

8.5 The Office of the High Representative will use a combination of the following approaches and strategies:

(a) Raising awareness and advocating that the concerns of the three groups of countries be placed high on the global development cooperation agenda, to maintain the focus on their special needs;

(b) Monitoring and follow-up to foster supportive policies in groups of countries in special situations and their development partners in accordance with their respective programmes of action and other internationally agreed development goals, including the post-2015 development agenda and the sustainable development goals;

(c) Working with development partners, United Nations system organizations and other international and regional organizations, as well as parliaments and civil society, to ensure the mainstreaming of priorities identified in each of the three programmes of action at the national level, enhancing coherence between global policies and national strategies;

(d) Undertaking capacity-building of the three groups of countries towards the effective implementation of the programmes of action at the national level;

(e) Building partnerships towards the implementation of the three programmes of action and promoting South-South cooperation in various areas for the benefit of the countries of the three groups;

(f) Reaching out to all stakeholders, including partnerships with parliaments, civil society, foundations, the media, academia and the private sector, to enhance support for the three groups of countries;

(g) Maximizing synergies among the three subprogrammes, given the commonalities of problems and challenges of the countries in the three groups, including their structural weaknesses, their vulnerability to external shocks, the smallness of their economies, their marginal position in the world economy, their limited access to technology and their geographical disadvantages.

Subprogramme 1
Least developed countries

Objective of the Organization: To enable the least developed countries to achieve the goals of the Istanbul Programme of Action, including graduation from the least developed country category, and other internationally agreed development goals, including the implementation of the post-2015 development agenda, and contribute to mobilizing international support

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased global awareness and debate on development issues of relevance to the least developed countries, including gender dimensions	(a) (i) Increased reference in resolutions, agreed conclusions, ministerial declarations and communiqués, reflecting consensus on major issues of direct relevance to the least developed countries
	(ii) Increased number of visits by unique end users to the website of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
(b) Effective implementation of the Istanbul Programme of Action and other internationally agreed development goals related to the least developed countries, including increased international support for graduation	(b) (i) Increased number of the least developed countries meeting the criteria for graduation
	(ii) Increased number of trading partners of the least developed countries implementing duty-free and quota-free market access
(c) Enhanced coordination among entities of the United Nations system and other international and multilateral organizations to ensure integrated follow-up and support for the least developed countries	(c) (i) Increased number of entities of the United Nations system and other international and multilateral organizations that provide support to the least developed countries and report on their activities
	(ii) Increased number of joint activities that have a direct and positive impact on least developed countries, including task forces, workshops, seminars, panels, briefings and publications

Strategy

8.6 The strategy for the Least Developed Countries Unit will focus on:

(a) Raising awareness about the special needs of the least developed countries and advocating in favour of their special treatment, including through the integration of the provisions of the Istanbul Programme of Action into national development and cooperation frameworks by the least developed countries and development partners;

(b) Giving due priority to promoting the implementation of the post-2015 development agenda and the sustainable development goals in the least developed countries;

(c) Mobilizing international support and resources in support of the development objectives of the least developed countries, including through South-South cooperation and support for a technology bank and science, technology and innovation supporting mechanism as well as enhanced investment;

(d) Strengthening United Nations system coordination and coherence, and building partnerships in support of the development objectives of the least developed countries, including participation in the United Nations System Chief Executives Board for Coordination;

(e) Monitoring the achievement of the objectives, goals and targets of the Istanbul Programme of Action at the national, regional and global levels with a view to conducting a meaningful midterm review;

(f) Undertaking capacity-building of the least developed countries, including all relevant stakeholders, for the effective implementation of the Istanbul Programme of Action, including graduation from the category, at the country level;

(g) Facilitating the effective participation of the least developed countries in the decision-making of various intergovernmental bodies, including through analytical work.

Subprogramme 2
Landlocked developing countries

Objective of the Organization: To enable landlocked developing countries to achieve the goals of a new programme of action aimed at addressing their special needs, and the internationally agreed development goals, including the implementation of the post-2015 development agenda, through strengthened transit systems, productive capacities, diversification, industrialization, connection to value chains, and the enhanced mobilization of international support

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Timely and effective implementation of the new programme of action	(a) Increased number of landlocked developing countries mainstreaming the new programme of action into their national development strategies

(b) Improved capacity of landlocked developing countries to participate effectively in the international trading system through increased regional and subregional cooperation, improved legal framework, and strengthened transit cooperation and trade facilitation	(b) (i) Increased number of specific trade facilitation initiatives implemented by landlocked developing countries, such as the standardization and simplification of procedures for border crossing, the freedom of transit, transparency, the reduction of fees, the use of single windows, and transit traffic agreements in accordance with the World Trade Organization Agreement on Trade Facilitation (ii) Increased number of specific initiatives undertaken by the United Nations system and international organizations to improve the legal framework in transit and trade facilitation
(c) Increased international support to the follow-up to the new programme of action and increased coordination of the United Nations system participation and support	(c) (i) Increased reference in new declarations, resolutions and decisions at the global and regional levels in favour of landlocked developing countries (ii) Increased number of joint initiatives undertaken by the United Nations system and international organizations that have a direct and positive impact on landlocked developing countries

Strategy

8.7 The strategy for the Landlocked Developing Countries Unit will focus on:

(a) Serving as a focal point for the United Nations system for the overall coordination of, mobilization for, monitoring and reporting on, the implementation of the outcome of the Second United Nations Conference on Landlocked Developing Countries and the attainment of internationally agreed development goals, including the post-2015 development agenda as related to landlocked developing countries;

(b) Raising awareness and advocating for the special needs of landlocked developing countries at the international and regional levels;

(c) Supporting landlocked developing countries at the national and regional levels for the effective mainstreaming of the new programme of action into their national and regional development strategies;

(d) Mobilizing international support and resources and strengthening partnerships at the national, regional and global levels for the implementation of the new programme of action;

(e) Undertaking research and analysis on the impact of "landlockedness" on economic growth and the effective participation of landlocked developing countries in international trade, and developing policy recommendations;

(f) Improving coordination of the United Nations system, other international, regional and subregional organizations, development partners and the private sector in the effective implementation of the new programme of action.

Subprogramme 3
Small island developing States

Objective of the Organization: To enable small island developing States to foster achievement of the outcomes of the Third International Conference on Small Island Developing States and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased recognition and awareness of the special case and vulnerabilities of small island developing States in the implementation processes of the outcome of the third International Conference on Small Island Developing States at the national, regional and global levels	(a) (i) Increased reference in declarations, resolutions, decisions and provisions in support of the implementation of the outcome of the third International Conference on Small Island Developing States
	(ii) Increased number of advocacy activities that have a direct and positive impact on small island developing States, including capacity-building workshops, meetings, briefings and publications
(b) Enhanced international support to small island developing States in implementing the outcome of the third International Conference on Small Island Developing States, and in adapting to and mitigating climate change	(b) Increased number of development partners that pledge support for small island developing States, including through the climate change financing mechanisms, such as the Green Climate Fund, the Global Environment Facility and the Climate Investment Funds
(c) Enhanced inter-agency collaboration and partnerships in support of small island developing States	(c) Increased number of joint programmes and activities by development partners, the United Nations system, the private sector, academia and non-governmental organizations that have a direct and positive impact on small island developing States, including capacity-building workshops, and technical and financial assistance

Strategy

8.8 The strategy of the Small Island Developing States Unit will focus on:

(a) Actively promoting awareness of the issues and the special case of small island developing States through consistent advocacy internationally;

(b) Advocating and mobilizing international support towards the implementation of the outcome of the third International Conference on Small Island Developing States and other internationally agreed goals;

(c) Supporting the building of partnerships towards the implementation of the outcome of the third International Conference on Small Island Developing States;

(d) Through the inter-agency consultative group, supporting coherence and active participation of the United Nations system, other international organizations, subregional and regional organizations, the private sector and civil society in the implementation of the outcome of the third International Conference on Small Island Developing States and the post-2015 development agenda.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
65/1	Keeping the promise: united to achieve the Millennium Development Goals
66/288	The future we want
67/290	Format and organizational aspects of the high-level political forum on sustainable development
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council

Subprogramme 1
Least developed countries

General Assembly resolutions

56/227	Third United Nations Conference on the Least Developed Countries
65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020
65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries
66/213	Fourth United Nations Conference on the Least Developed Countries

67/220	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
67/221	Smooth transition for countries graduating from the list of least developed countries
68/224	Follow-up to the Fourth United Nations Conference on the Least Developed Countries

Economic and Social Council resolutions

2009/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2010/27	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2011/9	Programme of Action for the Least Developed Countries for the Decade 2011-2020
2012/26	Programme of Action for the Least Developed Countries for the Decade 2011-2020
2013/46	Programme of Action for the Least Developed Countries for the Decade 2011-2020

Subprogramme 2
Landlocked developing countries

General Assembly resolutions

58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
63/2	Outcome document of the midterm review of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
65/172	Groups of countries in special situations: specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
66/214	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

67/222	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Subprogramme 3
Small island developing States

General Assembly resolutions

59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
64/199	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
65/156	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/198	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
67/206	International Year of Small Island Developing States
67/207	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Programme 9

United Nations support for the New Partnership for Africa's Development

Overall orientation

9.1 The General Assembly, in its resolution 57/7, endorsed the New Partnership for Africa's Development (NEPAD) as the framework within which the international community should concentrate its efforts for Africa's development and called upon the United Nations system to enhance its advocacy role and public information activities in support of Africa's development. In the same resolution, the Assembly underscored the need for a structure in the Secretariat in New York to review and report on the support provided by the United Nations system and the international community for NEPAD and on the coordinated implementation of outcomes of summits and conferences as they relate to Africa. Subsequently, in its resolution 57/300, the Assembly endorsed the creation of the Office of the Special Adviser on Africa and entrusted to it the role of coordinating reports and advocacy in support of NEPAD.

9.2 The Assembly welcomed actions taken at the regional level by the Economic Commission for Africa (ECA) regarding the priority areas of NEPAD. The Regional Coordination Mechanism of United Nations system organizations working in Africa has become the core mechanism for enhancing United Nations system-wide coherence, coordination and cooperation at the regional and subregional levels in support of the African Union and its NEPAD programme.

9.3 NEPAD has been the overarching framework for the implementation of the Millennium Development Goals in Africa. Despite progress made by African countries, levels of poverty, food insecurity and maternal and infant mortality remain high. Moreover, prospects for sustainable development are threatened by challenges to peace, security, governance, the rule of law and the environment. In the political declaration on Africa's development needs, adopted in 2008 (see General Assembly resolution 63/1), Member States noted that the full and timely achievement of the Millennium Development Goals in Africa remained elusive and reaffirmed their commitment to address Africa's special needs.

9.4 NEPAD remains critical to the three dimensions of sustainable development in Africa (economic, social and environmental), as highlighted in the outcome document of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288, annex). Efforts to devise a post-2015 development agenda and sustainable development goals reflecting Africa's needs and priorities are currently under way, including through intergovernmental processes such as the Open Working Group of the General Assembly on Sustainable Development Goals and the Intergovernmental Committee of Experts on Sustainable Development Financing.

9.5 While the African Peace and Security Architecture of the African Union has contributed to peace and security on the continent, several African countries continue to experience factors of instability that undermine durable peace and sustainable development. The need for a comprehensive response to promoting peace, security and development was recognized in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/52/871-S/1998/318). The General Assembly, in its resolution 67/293, requested the Secretary-General to continue to monitor and report to the Assembly on an annual basis on persistent and emerging challenges to durable peace and sustainable development in Africa and on the approach taken and the support provided by the United Nations system.

9.6 The United Nations is working to further support Africa in overcoming barriers to peace through the implementation of General Assembly resolution 67/302, in which the Assembly acknowledged the efforts to enhance coordination and cooperation between the African Union Peace and Security Council and the United Nations Security Council in the areas of peace and security, including the joint annual consultative meetings between members of the two Councils. The Assembly requested the Secretary-General to strengthen the role of the Interdepartmental/Inter-agency Task Force on Africa of the Office of the Special Adviser on Africa to bring greater coherence and coordination in the United Nations support to Africa for the Ten-Year Capacity-building Programme for the African Union and its successor programme, the implementation of the post-2015 development agenda and the sustainable development goals, and other processes.

9.7 Increasingly, the international community has recognized the inextricable link between peace, security and development and the need to establish lasting conditions for peace as a basis for sustainable development. The Secretary-General, during visits to the Great Lakes Region and the Sahel with international and continental partners, has committed to provide practical support for peace, security and development in Africa. The Office of the Special Adviser on Africa will further reinforce the peace-security-development nexus in its advocacy and policy work.

9.8 The strategic plans of the African Union Commission and NEPAD for the period 2014-2017 coincide with ongoing negotiations to craft a successor programme to the Ten-Year Capacity-building Programme for the African Union by 2016 and the decision to develop an African agenda for the 50 years leading to 2063 to increase the coherence of the actions and initiatives of the African Union and its organs and of key stakeholders and partners. It is expected that the strategic plans of the African Union Commission and NEPAD will be adjusted to take account of the strategic directions charted by the African agenda to 2063 once it has been approved by the African Union. Revisions to the biennial programme plan resulting from this process should be presented to Member States to ensure that the United Nations remains supportive of the work of NEPAD.

9.9 On the basis of General Assembly resolutions 67/293 and 67/294 and the report of the Secretary-General on strengthening the Office of the Special Adviser on Africa (A/68/506), the Assembly has decided to strengthen the Office to enable it to address emerging challenges and opportunities at the global and regional levels and to better support Africa, particularly NEPAD. The report contains recommendations for specific measures to strengthen the Office so that it can implement its existing and expanded mandate more effectively.

9.10 The General Assembly has also strengthened the Office of the Special Adviser on Africa to enable it to implement the mandate on the United Nations monitoring mechanism. The mechanism was established by Assembly resolution 66/293, following the report of the Secretary-General on a monitoring mechanism to review commitments towards Africa's development needs (A/65/165), submitted in compliance with paragraph 39 of the political declaration on Africa's development needs.

9.11 The Office the Special Adviser on Africa provides overall coordination and leadership for the programme, the joint responsibility for which it shares with ECA and the Department of Public Information of the Secretariat.

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

Objective of the Organization: To strengthen international cooperation in support of the New Partnership for Africa's Development and the achievement of the internationally agreed development goals, including the Millennium Development Goals and those for the period beyond 2015, in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased international community support for Africa's development, in general, and for NEPAD, in particular	(a) (i) Increased number of United Nations system activities in support of Africa's development
	(ii) Increased number of international forums, activities and outputs addressing South-South, North-South and triangular cooperation in support of Africa
(b) Improved monitoring of the implementation of commitments towards Africa's development, including through regional mechanisms	(b) (i) Increased number of monitored and assessed commitments by African countries towards meeting Africa's development needs
	(ii) Increased number of monitored and assessed commitments by Africa's development partners towards meeting Africa's development needs
(c) Improved United Nations coordination in providing support to Africa's development	(c) Increased number of projects, programmes and activities coordinated through the Interdepartmental/Inter-agency Task Force on Africa in support of Africa's development
(d) Increased international awareness of Africa's development issues	(d) Increased number of visits and page views on the website of the Office of the Special Adviser on Africa and other related websites

Strategy

9.12 Responsibility for subprogramme 1 is vested in the Office of the Special Adviser on Africa. The subprogramme will ensure that African development issues are effectively addressed in the intergovernmental debates and adequately incorporated into the resolutions emerging from that process. It will endeavour to raise international awareness of African development issues through its policy, analytical and advocacy activities. It will seek to engage key interlocutors involved in Africa's development to raise awareness and mobilize support for Africa's development through participation in key forums. It will work to strengthen coherence and coordination of United Nations efforts in support of Africa by holding meetings of the Interdepartmental/Inter-agency Task Force on Africa. It will also strengthen its engagement with the private sector and civil society, including the African diaspora, to mobilize international support for Africa's development. It will continue to analyse and draw attention to the root causes of conflict in African countries, monitor early warning signals and make recommendations on steps that need to be taken to tackle violent conflict in African countries.

9.13 The subprogramme will ensure that Africa remains a priority in the formulation of a post-2015 development agenda and the sustainable development goals and in their implementation in the future. The Office of the Special Adviser on Africa will work closely with other United Nations bodies at the global, regional and subregional levels.

9.14 The Office will also work closely with Member States, the African Union, the NEPAD Planning and Coordinating Agency, regional economic communities, the secretariat of the African Peer Review Mechanism and the United Nations system in the performance of its functions. It will work with the private sector to raise awareness of investment opportunities in Africa and support NEPAD in mobilizing investment for its flagship programmes, including the Programme for Infrastructure Development in Africa.

9.15 As part of the United Nations monitoring mechanism, the Office will monitor implementation of all commitments made towards Africa's development. In that regard, the Office will mobilize the United Nations system through the Interdepartmental/Inter-agency Task Force on Africa and elicit inputs from civil society, the private sector and academia in line with General Assembly resolution 66/293. As a co-organizer of the Tokyo international conferences on African development, the Office will work to ensure the full implementation of commitments made at the Fifth Tokyo International Conference on African Development. The Office will promote South-South cooperation and support African countries in devising effective strategies to maximize the benefits from those partnerships.

9.16 In its capacity as the convener of the advocacy and communications cluster of the Regional Coordination Mechanism in Africa, the Office of the Special Adviser on Africa will work with the African Union Commission, ECA, the Department of Public Information and the NEPAD Planning and Coordinating Agency to develop a comprehensive advocacy and communications strategy for NEPAD, as well as for the Ten-Year Capacity-building Programme for the African Union and its successor.

Subprogramme 2
Regional coordination of and support for the New Partnership for Africa's Development

Objective of the Organization: To strengthen United Nations system-wide support for the African Union and its New Partnership for Africa's Development programme, at the regional and subregional levels, within the context of the Ten-Year Capacity-building Programme for the African Union and its successor, as well as the strategic plans and priorities of African Union organs and institutions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced coherence, coordination and cooperation among United Nations agencies and organizations in support of African Union strategic plans and priorities, including the NEPAD programme, at the regional and subregional levels	(a) Increased number of joint projects, programmes and activities implemented by United Nations agencies and organizations through the Regional Coordination Mechanism in Africa in support of African Union strategic plans and priorities, including the NEPAD programme, at the regional and subregional levels
(b) Enhanced capacity of regional and subregional organizations, particularly the African Union Commission, the NEPAD Planning and Coordinating Agency, African Peer Review Mechanism secretariat, regional economic communities and intergovernmental organizations to design, implement and monitor their programmes	(b) (i) Increased number of joint capacity development projects and activities implemented at the regional and subregional levels by the United Nations system in the context of the Regional Coordination Mechanism in Africa, the Subregional Coordination Mechanism and their thematic clusters (ii) Increased number of joint capacity development projects, programmes and activities implemented by regional economic communities in support of regional economic integration programmes

Strategy

9.17 Substantive responsibility for subprogramme 2 is vested in ECA. The activities will be undertaken by the Capacity Development Division. ECA will work closely with other United Nations bodies at the global, regional and subregional levels, particularly with the Office of the Special Adviser on Africa, the Department of Public Information, the Department of Economic and Social Affairs and the Regional Directors' teams through various mechanisms, including the Regional Coordination Mechanism in Africa and its thematic clusters.

9.18 The strategy will include enhanced support to the African Union and its NEPAD programme through inter-agency coordination of the Ten-Year Capacity-building Programme for the African Union and its successor. Coordination will be strengthened with the African Union Commission, the NEPAD Planning and Coordinating Agency, the secretariat of the African Peer Review Mechanism, regional economic communities, the African Development Bank and other regional organizations to ensure effective support for the strategic plans of the African Union Commission and NEPAD and reporting on progress in the implementation of United Nations support.

9.19 The subprogramme will develop a regional development cooperation framework aligned with the priorities of the African Union and its NEPAD programme to strengthen the Regional Coordination Mechanism in Africa and United Nations support to the African Union and its NEPAD programme.

9.20 ECA will deepen technical support for Member States, the African Union Commission and the NEPAD Planning and Coordinating Agency in their priority areas. It will substantively contribute to the preparation of the reports of the Secretary-General on the social dimensions of NEPAD and work to implement resolutions arising from the reports. ECA will develop the capacity of the NEPAD Planning and Coordinating Agency to plan and coordinate regional projects in the context of the African agenda to 2063.

9.21 As the secretariat of the Regional Coordination Mechanism in Africa, ECA will strengthen coherence and coordination within the clusters by developing operational guidelines and business plans, promoting cluster communications and backstopping the meetings of the Regional Coordination Mechanism in Africa and its clusters.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

Objective of the Organization: To raise international support for the economic, political and social development of Africa, as well as for the efforts made by Africa and the international community to promote the economic recovery and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development and the achievement of the sustainable development goals

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of key thematic issues of NEPAD and other issues related to economic growth and sustainable development in Africa	(a) (i) Increased number of visits and page views on the *Africa Renewal* website and other related websites (ii) Increased number of news items and publications (print, audio and video) picked up and reprinted or republished by the media as a result of continuing interest

Strategy

9.22 Substantive responsibility for subprogramme 3 lies with the Department of Public Information. The overall strategy involves the development of global communications plans on priority issues affecting Africa, including generating support for the African Union and the NEPAD Planning and Coordinating Agency in Africa and in donor countries and for the sustainable development goals. The strategy is aimed at ensuring that such plans are implemented in coordination with the rest of the Department of Public Information, the United Nations Communications Group and the United Nations system as a whole, including the Office of the Special Adviser on Africa, ECA and the Ten-Year Capacity-building Programme for the African Union and its successor. Activities will include publication of *Africa Renewal* magazine, web-only news and analysis, background notes, press releases and briefing papers for use by external media, both African and international. Dissemination to diverse target groups, such as youth, parliamentarians, policymakers, civil society and academic institutions, will be achieved through direct contact with individuals and groups, including through systematic outreach to African and international media to ensure that key players are informed of major initiatives affecting sustainable development in Africa.

Legislative mandates

General Assembly resolutions

54/234	The causes of conflict and the promotion of durable peace and sustainable development in Africa
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
57/300	Strengthening of the United Nations: an agenda for further change
63/1	Political declaration on Africa's development needs
63/267	New Partnership for Africa's Development: progress in implementation and international support
63/304	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
64/258	New Partnership for Africa's Development: progress in implementation and international support
65/1	Keeping the promise: united to achieve the Millennium Development Goals

65/278	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
65/284	New Partnership for Africa's Development: progress in implementation and international support
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
66/287	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
66/288	The future we want
66/293	A monitoring mechanism to review commitments made towards Africa's development
67/293	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
67/294	New Partnership for Africa's Development: progress in implementation and international support
67/302	Cooperation between the United Nations and the African Union
68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals

Security Council resolutions

1197 (1998)	Support for regional and subregional initiatives on Africa and strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace
2033 (2012)	United Nations-African Union cooperation

Economic and Social Council ministerial declaration

Ministerial declaration of the 2013 high-level segment of the Economic and Social Council, entitled "Science, technology and innovation, and the potential of culture, for promoting sustainable development and achieving the Millennium Development Goals"

Programme 10
Trade and development

Overall orientation

10.1 The main objective of the programme implemented by the United Nations Conference on Trade and Development (UNCTAD) and the International Trade Centre (ITC) is to assist developing countries, especially the least developed countries, and countries with economies in transition in integrating beneficially into the global economy in support of inclusive and sustainable growth and development. Through its work to promote development-centred globalization, UNCTAD will help to implement the global development agenda and will assist developing countries in meeting their development goals, including poverty eradication, improving the well-being of citizens and addressing the opportunities and challenges created by globalization. In particular, UNCTAD will further enhance its efforts to support the development of Africa across its areas of expertise.

10.2 In order to attain the foregoing objectives, UNCTAD, within its mandate, will:

(a) Conduct research and analysis on long-standing and emerging trade and development issues;

(b) Build consensus around efforts to promote policies and strategies conducive to inclusive and sustainable development;

(c) Support countries in implementing development strategies aimed at integrating into the global trading system and economy and achieving sustainable growth and development.

10.3 ITC will seek to improve the international competitiveness of small and medium-sized enterprises in developing countries, especially least developed countries, and countries with economies in transition. In order to achieve that goal, ITC will focus on the delivery of trade-related technical assistance activities linked to trade intelligence and export development issues.

10.4 In the context of deepening interdependence among all countries, UNCTAD will maintain its unique orientation and commitment to development through these three pillars, while remaining responsive and accountable to all Member States. The Conference will also continue efforts to enhance its efficiency, effectiveness, transparency and accountability, including through results-based management.

10.5 The programme is guided by the quadrennial sessions of the Conference, the Trade and Development Board and its subsidiary bodies, and the Commission on Science and Technology for Development, including the decisions adopted at the twelfth and thirteenth sessions of the Conference and those to be adopted at the fourteenth session, to be held in 2016. UNCTAD remains the focal point in the United Nations for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development. The Conference is responsible for subprogrammes 1 to 5, while ITC is responsible for subprogramme 6.

10.6 As many development challenges are closely interconnected, UNCTAD contributes to effective responses to these challenges through the integrated treatment of trade, finance, investment, technology and sustainable development and the promotion of such an approach for the post-2015 development agenda. Because sustainable and inclusive outcomes in an interdependent world involve collective responses at the multilateral level, UNCTAD is one of the appropriate bodies of the United Nations system for building consensus around more development-centred globalization, which would lead to faster and more stable growth, economic diversification, sustainable debt management, job creation, poverty reduction and sustainable and inclusive development.

10.7 ITC will address the operational aspects of trade promotion and export development. Its strategic vision is one of fostering inclusive and sustainable growth and development through trade and international business development. Within this context, the strategic challenges of ITC are to strengthen the integration of the business sector into the global economy, improve the performance of trade support institutions for the benefit of enterprises, and improve the international competitiveness of enterprises.

10.8 UNCTAD will pursue its subprogrammes in support of the main objective of the programme. Subprogramme 1 examines development strategies in a globalizing world economy and related issues. Subprogrammes 2 and 4 contribute to the building of productive capacity and international competitiveness. Subprogramme 3 and the trade logistics component of subprogramme 4 contribute to the maximization of gains resulting from globalization for development in international trade and trade negotiations. Subprogramme 5 covers the development strategies of economies in Africa, least developed countries and countries in special situations, including small island developing States, landlocked developing countries and other structurally weak, vulnerable and small economies. Sectoral concerns of those countries will also be addressed by other subprogrammes in coordination and cooperation with subprogramme 5.

10.9 Throughout its programme of work, UNCTAD will make efforts to mainstream cross-cutting issues related to gender equality and the empowerment of women, the promotion of sustainable development, and full and productive employment. It will also strengthen its cross-divisional coordination, in particular with respect to training and capacity-building programmes. UNCTAD and ITC will increase their use of evaluation surveys to seek feedback from relevant stakeholders from across all subprogrammes in order to measure improved capacity of stakeholders to address trade and development issues as a result of UNCTAD and/or ITC assistance.

10.10 UNCTAD will contribute to the implementation of the outcomes of relevant global conferences and to the achievement of internationally agreed development goals within the framework of a post-2015 development agenda once it has been approved by the General Assembly, especially those related to global partnerships for development, financing for development, domestic resource mobilization, investment, debt, trade, commodities, systemic issues and global economic decision-making, economic cooperation among developing countries, sustainable development and science and technology for development.

10.11 UNCTAD will also contribute to the implementation of the Monterrey Consensus of the International Conference on Financing for Development; the Doha Declaration on Financing for Development and its follow-up; the Programme of Action for the Least Developed Countries for the Decade 2011-2020; the outcomes and the Plan of Implementation of the World Summit on Sustainable Development; the outcomes and the Declaration of Principles and the Plan of Action of the World

Summit on the Information Society; the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries; and the outcomes of the midterm review of the Almaty Programme of Action in 2008 and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States. UNCTAD will also assist in furthering the implementation of the internationally agreed goals set out in the Doha Ministerial Declaration of the Fourth Ministerial Conference of the World Trade Organization (WTO). In addition, UNCTAD will contribute to the implementation of the outcome of the United Nations Conference on Sustainable Development, entitled "The future we want" (General Assembly resolution 66/288, annex).

10.12 As a lead agency of the United Nations System Chief Executives Board for Coordination (CEB) inter-agency thematic cluster on trade and productive capacity, UNCTAD will contribute to the implementation of the Aid for Trade initiative; enhance the role of trade and development and interrelated issues in United Nations development assistance plans, such as United Nations development assistance frameworks and national development strategies; undertake joint operations at the country level; and enhance related inter-agency cooperation in system-wide initiatives.

Subprogramme 1
Globalization, interdependence and development

Objective of the Organization: To promote economic policies and strategies at all levels for sustained growth, inclusive and sustainable development, full employment and decent work for all, and poverty eradication in developing countries, especially least developed countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved understanding of the global economic environment and of policy choices for inclusive and sustained development at the national, regional and international levels	(a) (i) Increased number of statements at, inter alia, intergovernmental meetings by policymakers and beneficiaries indicating the usefulness of UNCTAD research and analysis for the national policymaking process (ii) Increased number of citations in the media on the growth-oriented macroeconomic and financial policy choices advocated in UNCTAD research (iii) Number of UNCTAD activities, including publications and workshops, that promote either North-South, South-South or triangular cooperation (iv) Increased number of universities and research centres using the services of the UNCTAD Virtual Institute

(b) Progress towards a durable solution to the debt problems of developing countries by fostering better understanding of the interplay between successful development resource mobilization, debt sustainability and effective debt management	(b) (i) Increased number of institutions/countries having used the capacity-building services of the Debt Management and Financial Analysis System programme (ii) Increased number of international and national policy positions and initiatives in the area of debt and development resource mobilization incorporating contributions from UNCTAD
(c) Improved access to reliable and timely statistics and indicators highlighting the interlinkages between globalization, trade and development for decision-making on economic policies and development strategies	(c) Increased number of users of, and countries and territories using, statistical indicators developed and maintained by UNCTAD
(d) Improved Palestinian policymaking and institutional capacities, and strengthened international cooperation for alleviating the adverse economic and social conditions imposed on the Palestinian people and for building an independent Palestinian State	(d) Number of Palestinian development and policy initiatives and institutions responding to UNCTAD research findings, recommendations and technical cooperation activities

Strategy

10.13 The subprogramme, under the responsibility of the Division on Globalization and Development Strategies, will focus on:

(a) Identifying specific needs and measures arising from the interdependence among trade, finance, investment, technology and macroeconomic policies, from the point of view of their effects on development;

(b) Contributing to a better understanding of coherence between international economic rules, practices and processes and national policies and development strategies;

(c) Contributing to research and analysis on:

(i) The prospects of and impact on trade and development, at both the national and international levels, resulting from the global economic and financial crisis and its aftermath;

(ii) Poverty eradication and an appropriate balance among growth, fairness and social protection;

(iii) The post-2015 development agenda, once it has been approved by the General Assembly;

(d) Supporting developing countries, especially least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, in their efforts to formulate development strategies adapted to the challenges of globalization, and continuing to support middle-income countries according to their needs;

(e) Intensifying interaction and communication with Governments, policymakers, universities and think tanks in Member States, including the dissemination of the work of UNCTAD.

10.14 The objective will be pursued through research and policy analysis, consensus-building and technical assistance, including with other international organizations, based on:

(a) Timely and forward-looking research and analysis regarding macroeconomic, debt and development policies, including resource mobilization, taking into account the relevant outcomes of global conferences and summits on development;

(b) The formulation of practical policy options and recommendations for appropriate development strategies, at all levels, to take advantage of the opportunities and meet the challenges of globalization;

(c) The furtherance of consensus-building with regard to macroeconomic and development policies for developing countries;

(d) Support for the development of local teaching and research capacities in developing countries and academic networking;

(e) Technical assistance, training and support for developing countries in building national capacities for effective debt management, in cooperation, where appropriate, with the International Monetary Fund, the World Bank and other stakeholders;

(f) Assistance to developing countries to improve their national statistical capacity in the area of trade and development through advisory, statistical and information services;

(g) Assessment of the prospects of, and the obstacles to, economic development in the Occupied Palestinian Territory, and the provision of effective operational activities, with a view to alleviating the adverse economic and social conditions imposed on the Palestinian people;

(h) Research and analysis of trends and prospects for South-South integration and cooperation, including triangular cooperation, in the areas of trade, finance, investment and technology.

Subprogramme 2
Investment and enterprise

Objective of the Organization: To ensure inclusive growth and sustainable development through investment and enterprise development for the enhancement of productive capacity-building, industrialization and economic diversification, and job creation in all developing countries, in particular those in Africa and least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and other middle-income countries, according to their needs, and countries with economies in transition

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability to address key and emerging issues related to investment and its interaction with official development assistance, trade and regional integration, and promote sustainable development	(a) (i) Increased number of investment stakeholders responding to evaluation surveys and reporting improved capacity to address key issues related to investment
	(ii) Increased number of statements by Member States indicating that they have implemented policy recommendations and utilized methodology provided by UNCTAD in the area of international investment
(b) Enhanced ability of developing countries and countries with economies in transition in designing and implementing strategies and policies to attract and benefit from investment for sustainable development	(b) (i) Increased number of developing countries and countries with economies in transition benefiting from UNCTAD assistance, including investment policy reviews and e-tools, and implementation of strategies, policies and good practices for attracting and benefiting from foreign investment for sustainable development and inclusive growth
	(ii) Increased number of developing countries and countries with economies in transition benefiting from UNCTAD assistance, demonstrating improved performance on the basis of various benchmark indicators, monitored by UNCTAD
(c) Enhanced capacity to address key and emerging issues related to international investment agreements and their development dimension, as well as their formulation and implementation	(c) (i) Increased number of statements by policymakers and other stakeholders in international investment agreements reporting on the sustainable development dimension of those agreements
	(ii) Increased sharing of experiences and best practices on key issues relating to the negotiation and implementation of investment treaties among investment stakeholders

(d) Enhanced understanding of enterprise development issues and ability to boost productive capacity through enterprise development policies aimed at: (i) stimulating enterprise development, particularly that related to small and medium-sized enterprises, entrepreneurship and business linkages; (ii) promoting best practices in corporate social responsibility and accounting; (iii) establishing competitive and well-regulated insurance markets	(d) (i) Increased number of countries using UNCTAD policy measures and tools in the design of policies aimed at strengthening entrepreneurship and the competitiveness of their firms (ii) Increased number of countries using guidance and tools developed by UNCTAD in the areas of accounting, enterprise development, insurance, business linkages, e-tourism and corporate reporting

Strategy

10.15 The subprogramme, under the responsibility of the Division on Investment and Enterprise, will assist all developing countries, in particular those in Africa and least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and countries with economies in transition and middle-income countries, according to their needs, in designing and implementing policies aimed at enhancing productive capacities, industrialization, economic diversification and job creation and promoting effective progress towards post-2015 sustainable development goals through investment and enterprise development. To that end, the subprogramme will:

(a) Strengthen the role of UNCTAD as the major source of information on international investment;

(b) Help developing countries, at their request, to strengthen their capacity to formulate and implement integrated policies, develop an enabling environment and participate in discussions related to international investment;

(c) Support efforts by developing countries, middle-income countries and countries with economies in transition to build productive capacities and internationally competitive firms;

(d) Provide training and capacity-building programmes.

Subprogramme 3
International trade

Component 1
International trade in goods and services

Objective of the Organization: To ensure the effective, qualitative and beneficial participation of all countries in international trade in order to build more inclusive and sustainable development outcomes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved understanding of trade policymaking and enhanced national capacity of developing countries, in particular least developed countries and countries with economies in transition, on measures needed to integrate their economies beneficially into the international trading system and to create an enabling environment for sustainable development	(a) (i) Increased number of specific identifiable actions taken by countries and institutions receiving UNCTAD assistance to enhance their participation in regional and multilateral trade agreements, cooperative frameworks and partnerships, including South-South trade negotiations and WTO accession processes
	(ii) Increased number of specific identifiable actions taken by developing countries to integrate trade, productive capacity, employment and development concerns into their best-fit national trade and services policies
(b) Strengthened capacity of developing countries, in particular those in Africa and least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and countries with economies in transition and middle-income countries, according to their needs, in trade and trade-related decision-making and in addressing the trade and development impact of non-tariff measures	(b) (i) Increased number of users benefiting from the Trade Analysis and Information System, the World Integrated Trade Solution, the Agriculture Trade Policy Simulation Model, the Transparency in Trade initiative and trade analysis training and research
	(ii) Number of specific actions taken by Member States, at the national, regional or multilateral levels, aimed at streamlining or harmonizing non-tariff measures in international trade, including the reduction or elimination of arbitrary or unjustified non-tariff barriers in international trade, with the assistance of UNCTAD

(c) Enhanced capacity of developing countries and countries with economies in transition to prepare and implement national and regional competition laws and consumer protection regulations	(c) (i) Increased number of developing countries and countries with economies in transition establishing or revising and implementing national and/or regional (including South-South) competition and consumer protection legislation and institutional frameworks on the basis of the sharing of best practices and peer reviews with regard to the implementation of such policies (ii) Increased number of countries using the UNCTAD Model Law on Competition and volunteering for peer reviews of competition law and policy
(d) Strengthened capacity of developing countries, in particular those in Africa and the least developed countries, as well as landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, and countries with economies in transition and middle-income countries, according to their needs, to design and implement creative economy objectives and sustainable development strategies at all levels	(d) (i) Increased number of developing countries and countries with economies in transition designing and implementing policies, programmes, normative initiatives and institutional arrangements with a view to taking advantage of trade and creative economy opportunities and promoting their sustainable development objectives (ii) Increased number of developing countries and countries with economies in transition participating in the green economy and other models in the context of sustainable development and poverty eradication, including sustainable biotrade and biofuels initiatives
(e) Strengthened capacity of developing countries, in particular least developed countries and countries with economies in transition, to design and implement trade policies that allow women to benefit more from the opportunities arising from international trade	(e) Number of countries able to assess the impact of trade policy on women and to design and implement trade and complementary policies aimed at maximizing economic opportunities for women

Strategy

10.16 The subprogramme, under the responsibility of the Division on International Trade in Goods and Services, and Commodities, through the three pillars of the work of UNCTAD, will promote inclusive and sustainable growth and development and poverty eradication, based on the international trade in goods, services and commodities, the international trading system and the linkages between trade and internationally agreed development goals. Non-tariff measures and non-tariff barriers are gaining attention in international trade. International efforts should be made to address non-tariff measures, and aim to reduce and to eliminate arbitrary or unjustified non-tariff barriers. The subprogramme will address persistent and emerging development challenges (inter alia, women's economic empowerment, access to decent and productive employment, food security and poverty eradication) and assess their implications for the development prospects of developing countries, least developed countries and countries with economies in transition, including at the national policymaking level. It will continue to improve cooperation and enhance synergies with other international organizations and foster the coordination of system-wide United Nations activities in the area of international trade. It will also strengthen the communication and dissemination aspects of its work.

10.17 The subprogramme will focus on:

(a) Monitoring and assessing from a development perspective the evolution of the international trading system and trends in trade policy and international trade and their consistency with the multilateral trading system rules;

(b) Monitoring and providing information on all forms of protectionism, including subsidies and disguised trade barriers, in cooperation with WTO and other relevant institutions;

(c) Enhancing the capacity of developing countries and countries with economies in transition to establish negotiating priorities, implement bilateral, regional and multilateral trade agreements and optimize development gains;

(d) Monitoring and assessing the evolution of the international trading system and trends from a development perspective;

(e) Providing technical assistance and capacity-building to developing countries, in particular least developed countries, and countries with economies in transition prior to, during and in the follow-up to WTO accession;

(f) Examining ways to improve the utilization of trade preferences and assess the impact of the development on the enabling clause of WTO;

(g) Assisting developing countries, in particular least developed countries, as well as countries with economies in transition and structurally weak, vulnerable and small economies, in integrating into the multilateral trading system;

(h) Assisting developing countries and countries with economies in transition in increasing their participation in global services production and trade;

(i) Continuing research and analysis, within its mandate, on the impact of migration and remittances on development;

(j) Supporting countries in enhancing the contribution of the creative economy to inclusive and sustainable development;

(k) Assisting developing countries, in particular least developed countries, and countries with economies in transition in achieving economic diversification and structural transformation, including increased participation in and upscaling of manufacturing and global supply chains;

(l) Continuing its work on trade and development aspects of intellectual property, while acknowledging that the World Intellectual Property Organization has the lead on intellectual property rights issues within the United Nations system;

(m) Facilitating economic cooperation among developing countries and South-South trade, including through the Global System of Trade Preferences among Developing Countries;

(n) Strengthening analytical capacity for trade policymaking and negotiations, and integrating trade and development concerns into national trade policies that contribute to productive capacity, inclusiveness, the empowerment of women and employment creation, in particular for least developed countries;

(o) Addressing the trade and development impacts of non-tariff measures, through research and analysis, and partnerships with other related international organizations for the collection of data on trade policy measures and non-tariff measures, and quantifying impacts thereon;

(p) Promoting the use of effective competition and consumer policies with a view to achieving domestic and international competitiveness and dealing with anti-competitive practices;

(q) Addressing issues at the interface between trade and environment in the context of the promotion of sustainable development in its three dimensions, economic, social and environmental, including through technology transfer on mutually agreed terms and seizing trade and investment opportunities relating to this issue;

(r) Addressing challenges and opportunities in the promotion of sustainable development and poverty eradication, including tools and insights available to achieve this;

(s) Promoting a better understanding among developing countries, in particular least developed countries, of the links among trade, gender and development and of policies and measures aimed at enabling women to derive greater benefit from international trade and at achieving gender equality;

(t) Developing and implementing trade and trade-related technical cooperation and capacity-building activities, including through multi-donor programmes such as the Aid for Trade initiative, the Enhanced Integrated Framework and the United Nations Development Assistance Framework;

(u) Sharing best practices on partnerships for trade and development that can strengthen the achievement of a post-2015 development agenda, once it has been approved by the General Assembly;

(v) Undertaking research and analysis on public-private partnerships for development;

(w) In collaboration with WTO, ITC and other relevant partners, consolidate its work on databases on non-tariff measures, continue its analysis of the impact of non-tariff measures on the trade and development prospects of developing countries, in particular the least developed countries, and continue its participation in the Transparency in Trade initiative.

Component 2
Commodities

Objective of the Organization: To harness development gains and to deal with the trade and development problems of the commodity economy and of commodity dependence

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of commodity-dependent developing countries to address trade and development problems associated with the commodity economy and to seize opportunities emerging from commodity trade and enhanced international and regional cooperation	(a) (i) Increased number of commodity-dependent developing countries adopting policy measures and tools recommended by UNCTAD in designing policies aimed at the diversification of export earnings (ii) Increased amount of research on commodity production in countries with economies that are dependent on commodities, with the aim of diversifying their production, including by increasing the added value of their commodities

Strategy

10.18 Component 2 of subprogramme 3 is under the responsibility of the Special Unit on Commodities. It will contribute to the efforts of developing countries to identify and implement appropriate policies, at all levels, to monitor commodity prices and address the impacts of excessive volatility of those prices on them and to formulate strategies and policies to respond to the challenges and opportunities of commodity markets, and will assist developing countries, in particular those in Africa, middle-income countries, countries with economies in transition, least developed countries, landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies, including with regard to the achievement of internationally agreed development goals. UNCTAD will monitor developments and challenges in commodity markets and address links between international commodity trade and national development, in particular with regard to poverty eradication. The component will continue to play a key role, with appropriate coordination with other relevant international and regional actors, in:

(a) Addressing the trade and development problems associated with the commodity economy and the links between international commodity trade and national development, particularly poverty eradication;

(b) Working in the areas of commodities, food security and investment in agriculture and fisheries, taking into account in particular the special needs of Africa and least developed countries, in cooperation with other relevant organizations;

(c) Continuing work in the area of agricultural commodities to help developing countries achieve more sustainable and strengthened agricultural production, food security and export capacity, taking into account the needs of small-scale farmers and the empowerment of women and youth;

(d) Continuing work in the area of non-food commodities, in particular minerals, metals and energy products, with a focus on policies and strategies for sustainable resource management;

(e) Assisting commodity-dependent developing countries in their efforts to:

(i) Develop national commodity strategies, including the mainstreaming of commodity policies into their broad-based national development strategies, including poverty reduction strategies;

(ii) Build supply-side capacities in order to achieve competitiveness;

(iii) Align development policies with the multilateral trading system with a view to participating in, including moving up, global or regional commodity value chains and diversifying commodity sectors;

(iv) Comply with international trade standards, particularly non-tariff measures such as food standards and sanitary and phytosanitary measures;

(v) Take advantage of export opportunities for commodities in emerging markets;

(vi) Establish effective marketing systems and support frameworks for small commodity producers;

(vii) Develop commodity financing and risk management schemes;

(f) Promoting intergovernmental cooperation in the field of commodities and building consensus regarding ways to integrate commodity policies into:

(i) National, regional and international initiatives;

(ii) Trade-related policies and instruments for the resolution of commodity problems;

(iii) Investment and financial policies for the gaining of access to financial resources for commodity-based development.

Subprogramme 4
Technology and logistics

Objective of the Organization: To strengthen science, technology and innovation, including information and communications technologies for inclusive development; to support inclusive growth and development through efficient, resilient and sustainable trade logistics services and transit transport systems; and to promote training and capacity-building programmes for local institutions with a view to enhancing the economic development and competitiveness of developing countries and countries with economies in transition

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved efficiency and sustainability of trade logistics of developing countries and some countries with economies in transition	(a) (i) Increased number of specific, identifiable actions taken by developing countries and countries with economies in transition to improve trade logistics, such as actions to cut transport and transaction costs; improve effective transit systems, sustainable transport efficiency and connectivity; and establish a supportive legal framework, with the assistance of UNCTAD

	(ii) Increased number of measures adopted by developing countries and countries with economies in transition using the Automated System for Customs Data to further improve the efficient management of their customs administration, with the assistance of UNCTAD
	(iii) Increased number of developing countries and some countries with economies in transition having improved trade logistics performance on the basis of benchmark indicators related to logistics and business efficiency, with the assistance of UNCTAD
(b) Improved awareness and adoption of national and international policies by developing countries and countries with economies in transition in the area of science, technology and innovation, as well as information and communications technology	(b) (i) Increased number of specific actions taken by developing countries and countries with economies in transition to implement programmes aimed at enhancing the contributions of science, technology and innovation and information and communications technology to development, with the assistance of UNCTAD
	(ii) Increased number of cooperation initiatives among research institutions, academic centres, private and public entities and governmental organizations at the subregional, regional and international levels in the areas of science and technology and information and communications technology, with the assistance of UNCTAD
(c) Better understanding, at the national level, of policy options and best practices in science and technology for development and information and communications technologies for development	(c) Increased number of countries benefiting from UNCTAD assistance through capacity-building activities in science and technology for development and information and communications technologies for development
(d) Enhanced capacities in developing countries and countries with economies in transition in the areas of trade and investment and interrelated issues	(d) Number of specific actions taken by developing countries and countries with economies in transition to strengthen the capacities of human resources and local institutions in the areas of trade and investment and related issues, as a result of UNCTAD assistance

Strategy

10.19 The subprogramme, under the responsibility of the Division on Technology and Logistics, will help improve the technological capacity, competitiveness in international trade and overall development of developing countries, especially those in Africa and least developed countries, as well as landlocked developing countries, small island developing States, other structurally weak, vulnerable and small economies, and middle-income countries, according to their needs, and will assist transit developing countries with their special challenges related to designing and implementing resilient and sustainable transport infrastructure and services, by:

(a) Supporting initiatives for and conducting policy dialogue on diffusion of scientific and technical knowledge and transfer of, access to and acquisition of technology for developing countries, including diffusion of environmentally sound technologies and corresponding know-how;

(b) Improving trade logistics policies; strengthening transport operations management, systems and connections; and supporting the design and implementation of coherent sustainable freight transport and enhancing transit systems;

(c) Further addressing the special trade, investment and development needs of landlocked developing countries, including by continuing its support for the effective implementation of the Almaty Ministerial Declaration and the Almaty Programme of Action;

(d) Assisting in particular small island developing States and other structurally weak, vulnerable and small economies in the design and implementation of policies suitable to their specific trade logistics challenges;

(e) Assisting in the development and implementation of appropriate institutional and legal frameworks for the facilitation of trade and transport;

(f) Supporting the active participation of developing countries in transport and trade facilitation negotiations;

(g) Conducting research and analysis in the areas of science, technology and innovation as an instrument for supporting national development, local industry (in particular small and medium-sized enterprises) and the competitiveness and export diversification efforts of countries, including through the transfer of technology;

(h) Contributing to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020 with respect to trade and interrelated issues in the areas of technology and sustainable development;

(i) Carrying out research and technical assistance in the area of information and communications technologies for development, including by contributing to the Partnership on Measuring Information and Communications Technologies for Development and by promoting e-business strategies and legislation;

(j) Contributing to the implementation of the outcomes of the World Summit on the Information Society;

(k) Serving as the secretariat of the Commission on Science and Technology for Development;

(l) Fostering training and capacity-building aimed at policymakers and practitioners in the fields of trade and related areas of finance, technology, investment and sustainable development; assisting developing countries, within its mandates, in the achievement of internationally agreed development goals; and enhancing the dissemination and communication aspects of its work;

(m) Assisting in the implementation of customs automation and trade facilitation programmes.

Subprogramme 5
Africa, least developed countries and special programmes

Objective of the Organization: To promote development of national policies and international support measures to build productive capacities for economic development and poverty reduction in Africa, least developed countries and other groups of countries in special situations (landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies) and to progressively and beneficially integrate them into the global economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Greater awareness of and dialogue on policy options to promote African economic development	(a) Number of Member States indicating the usefulness of UNCTAD research and analysis for the national policymaking process
(b) Greater awareness of and dialogue on policy options to address development problems of least developed countries in the global economy, including those in the process of graduation from the list of least developed countries	(b) Number of Member States indicating the usefulness of UNCTAD research and analysis for the national policymaking process
(c) Enhanced integration of trade policies and priorities into the national development plans of least developed countries	(c) Number of least developed countries that have made progress in enhancing the integration of trade policies and priorities into their national development plans and have implemented the action matrices of the Enhanced Integrated Framework
(d) Improved capacities of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies to support their economic transformation and resilience-building efforts	(d) Number of landlocked developing countries, small island developing States and other structurally weak, vulnerable and small economies having benefited from UNCTAD analysis and advisory services and other forms of assistance on achieving structural progress

Strategy

10.20 The subprogramme, under the responsibility of the Division for Africa, Least Developed Countries and Special Programmes, will focus on identifying and promoting understanding of the economic development problems specific to African countries, least developed countries and other countries that it covers. It will play an advocacy role in promoting consensus in the international development community regarding policy measures that best address those development problems. This involves the identification of new issues and approaches, as well as greater interaction with research institutes in least developed countries and with development partners. The subprogramme will also contribute to the implementation of and the follow-up to the outcomes of relevant global conferences and to the achievement of internationally agreed development goals, including those set out in the Programme of Action for the Least Developed Countries for the Decade 2011-2020 and in the programmes of action for landlocked developing countries and small island developing States, respectively. The subprogramme will assist African countries in their efforts to successfully achieve economic diversification and structural transformation. It will seek to:

(a) Help landlocked developing countries to mitigate the adverse economic consequences of their geographical disadvantage by addressing their special needs;

(b) Help small island developing States to enhance their resilience to external shocks and make steady socioeconomic progress possible for most of them;

(c) Instil, throughout UNCTAD, a practice of devoting systematic attention to the problems of other structurally weak, vulnerable and small economies;

(d) Support African countries in their efforts to enhance intra-African trade by promoting regional integration aimed at achieving sustainable development.

10.21 Research outputs will be linked closely to the provision of advisory services, training, workshops, lectures and technical assistance activities, with a view to improving human and institutional capabilities and raising the awareness of development partners regarding the specific needs of developing countries covered by the subprogramme. The latter will continue to address the special concerns and needs of Africa, including by disseminating its research to relevant policymakers.

10.22 The subprogramme will continue to support the countries that it covers in their efforts to benefit from their respective United Nations statuses and to integrate beneficially into the global economy with a view to reducing poverty and contributing to the graduation prospects of least developed countries. The subprogramme will also develop policy recommendations to support the implementation of smooth transition strategies on the part of countries graduating from the list of least developed countries. Technical cooperation outputs of the subprogramme will be focused on building capacities, including national statistical capacity, as well as on effective participation in and the delivery of trade-related technical assistance in the context of, inter alia, the Enhanced Integrated Framework and the Aid for Trade initiative. When appropriate, these activities will be implemented within the framework of the Inter-agency Cluster on Trade and Productive Capacity.

10.23 The subprogramme will contribute to the implementation and midterm review of the Programme of Action for the Least Developed Countries for the Decade 2011-2020. The subprogramme will increase its efforts to disseminate key findings related to least developed countries among those countries and their development partners. It will contribute to the implementation of the successor programme to the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries and the outcome of the Third International Conference on Small Island Developing States, to be held in 2014, including the outcomes of their reviews, and other regionally owned partnership programmes such as the New Partnership for Africa's Development. In order to ensure coherence and consistency, the subprogramme will coordinate and cooperate with other subprogrammes on the sectoral work relating to the groups of countries concerned. It will promote efforts to gain analytical insights into the problems faced by other structurally weak, vulnerable and small economies through the systematic coverage of such countries in relevant UNCTAD research and technical assistance.

Subprogramme 6
Operational aspects of trade promotion and export development

Objective of the Organization: To foster inclusive and sustainable growth and development in developing countries, especially least developed countries, and countries with economies in transition through trade and international business development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened integration of the business sector into the global economy	(a) (i) Number of male and female clients reporting greater awareness of international trade as a result of ITC support (ii) Number of cases in which trade-related policies and/or strategies and/or regulations have been improved with input from the business sector as a result of ITC support
(b) Improved performance of trade support institutions for the benefit of enterprises	(b) Number of institutions reporting improved operational and managerial performance as a result of ITC support
(c) Improved international competitiveness of enterprises	(c) (i) Number of enterprises reporting improved international competitiveness as a result of ITC support (ii) Percentage of enterprises that are owned, operated and controlled by women reporting improved international competitiveness as a result of ITC support

	(iii) Number of enterprises having transacted international business as a result of ITC support
	(iv) Percentage of enterprises that are owned, operated and controlled by women having transacted international business as result of ITC support

Strategy

10.24 The International Trade Centre bears substantive responsibility for the implementation of the subprogramme. Its strategic thrust is in line with the mandate entrusted to it by the Economic and Social Council in its resolution 1819 (LV), by which the Council recognized the Centre as the focal point for technical assistance and cooperation activities in the trade promotion and export development field within the United Nations system of assistance to developing countries. The subprogramme will focus on the implementation of international goals, including those set out in the Millennium Declaration and the agreements on post-2015 development goals, once approved by the General Assembly. It will contribute to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020, the outcome of the United Nations Conference on Sustainable Development, entitled "The future we want" (General Assembly resolution 66/288, annex). The subprogramme will play an important role in furthering the implementation of the Doha, Hong Kong and Geneva ministerial declarations adopted by WTO, in particular by improving and enhancing trade support institutions and policies for the benefit of exporting efforts and by strengthening the export capacity of enterprises to respond to market opportunities.

10.25 The objective of the subprogramme is to enable small and medium-sized enterprises, including those owned, operated and controlled by women from developing countries, especially least developed countries, landlocked developing countries and small island developing States, sub-Saharan Africa, post-conflict States and economies in transition to build their international competitiveness and gain access to new markets. This will be done through: direct enterprise-level support; assistance to strengthen trade support institutions; and support to improve trade-related policies, strategies and the business environment, with input from the business sector. Enterprises, particularly small and medium-sized enterprises, will be assisted in integrating into global value chains in both the goods and services sectors.

10.26 In order to achieve this objective, the subprogramme will deliver a wide range of trade-related technical assistance activities, including the provision of trade intelligence to generate greater transparency in trade and capacity-building assistance to enhance the international competitiveness of enterprises. This will be undertaken in a manner that ensures that the gender and environmental dimensions of trade are taken into account and built into the programmes and policies of the subprogramme.

10.27 The subprogramme will focus on:

(a) Creating greater awareness of trade issues through advocacy, statistical research and publications, and providing thought leadership through major events;

(b) Trade capacity-building and advisory services for enterprises, trade support institutions and policymakers with a view to integrating the business sector into the global economy and, more important, integrating small and medium-sized enterprises into global value chains.

10.28 During the period 2016-2017, ITC will build on its successes achieved during the previous two bienniums by measuring its accomplishments through additional efforts to evaluate the impacts of its activities, including through the further improvement of its results-based management systems.

10.29 Strengthening existing partnerships such as those with other United Nations institutions and the private sector and multi-stakeholder initiatives such as the Chief Executives Board for Coordination cluster on trade and productive capacity and the Enhanced Integrated Framework for Least Developed Countries, as well as developing new strategic alliances, will be important to ensure that ITC scales up its delivery and impact.

Legislative mandates

General Assembly resolutions

1995 (XIX)	Establishment of the United Nations Conference on Trade and Development as an organ of the General Assembly
2297 (XXII)	International Trade Centre
55/2	United Nations Millennium Declaration
56/210	International Conference on Financing for Development
60/1	2005 World Summit Outcome
62/179	New Partnership for Africa's Development: progress in implementation and international support
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
63/204	Report of the twelfth session of the United Nations Conference on Trade and Development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020

67/223	Promotion of ecotourism for poverty eradication and environment protection
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
68/199	International trade and development
68/200	Unilateral economic measures as a means of political and economic coercion against developing countries
68/204	Follow-up to the International Conference on Financing for Development
68/219	Role of the United Nations in promoting development in the context of globalization and interdependence
68/226	Second United Nations Decade for the Eradication of Poverty (2008-2017)
68/230	South-South cooperation

Trade and Development Board resolutions and reports

TD/386	Plan of Action
TD/387	Bangkok Declaration: Global Dialogue and Dynamic Engagement
TD/412	Report of the United Nations Conference on Trade and Development on its eleventh session
TD/442	Report of the United Nations Conference on Trade and Development on its twelfth session
TD/B (S-XXIII)/7	Agreed outcome of the midterm review
TD/500/Add.1	Report of the United Nations Conference on Trade and Development on its thirteenth session: the Doha Mandate

Subprogramme 1
Globalization, interdependence and development

General Assembly resolutions

66/188	Addressing excessive price volatility in food and related financial and commodity markets
67/86	Assistance to the Palestinian people
67/217	Towards a New International Economic Order

68/201	International financial system and development
68/202	External debt sustainability and development

Subprogramme 3
International trade

General Assembly resolutions

57/253	World Summit on Sustainable Development
66/197	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
66/288	The future we want
68/203	Commodities

Subprogramme 4
Technology and logistics

General Assembly resolutions

60/252	World Summit on the Information Society
68/198	Information and communications technologies for development
68/220	Science, technology and innovation for development

Economic and Social Council resolutions

2012/5	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2012/6	Science and technology for development

Subprogramme 5
Africa, least developed countries and special programmes

General Assembly resolutions

58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
65/2	Outcome document of the High-level Review Meeting on the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
67/221	Smooth transition for countries graduating from the list of least developed countries

67/222	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/18	Graduation of countries from the least developed country category
68/224	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Subprogramme 6
Operational aspects of trade promotion and export development

General Assembly resolutions

2297 (XXII)	International Trade Centre
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
67/227	South-South cooperation

Trade and Development Board resolutions and reports

TD/386	Plan of Action
TD/500/Add.1	Report of the United Nations Conference on Trade and Development on its thirteenth session: the Doha Mandate

World Trade Organization declarations

WT/MIN(01)/DEC/1	Ministerial Declaration
WT/MIN(05)/DEC	Doha Work Programme: Ministerial Declaration
WT/MIN(11)/W/2	Elements for Political Guidance
WT/MIN(13)/DEC	Bali Ministerial Declaration
WTO/MIN(13)/36	Agreement on Trade Facilitation

Programme 11
Environment

Overall orientation

11.1 The United Nations Environment Programme (UNEP) is the subsidiary organ of the General Assembly responsible for leading and coordinating action on environmental matters. The mandate for UNEP derives from General Assembly resolution 2997 (XXVII). The Governing Council of UNEP further clarified the mandate of the Programme in its decision 19/1, containing the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme, with the General Assembly subsequently endorsing a strengthened role of UNEP in the annex to its resolution S/19-2 in 1997, and in its resolutions 53/242 in 1999 and 67/213 in 2012.

11.2 The United Nations Environment Programme, as the leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system and serves as an authoritative advocate for the global environment.

11.3 Its objective during the period 2014-2017 is to promote the coherent implementation of the environmental dimension of sustainable development based on the recognition that poverty eradication, changing unsustainable patterns of consumption and production and promoting sustainable patterns of consumption and production, and protecting and managing the natural resource base of economic and social development are the overarching objectives and essential requirements of sustainable development, as well as on the protection and sustainable use of ecosystem services, coherent and improved environmental governance and the reduction of environmental risks.

11.4 The ultimate goal is to contribute to the well-being of current and future generations and the attainment of global environmental goals. The UNEP strategy to achieve that objective rests on its ability to catalyse change among Member States in their efforts to achieve progress on environmental issues. To that end, UNEP will continue its leadership role in the United Nations system and with other partners on environmental matters, reflecting General Assembly resolution 67/213. That will entail promoting coherence in the United Nations system on environmental matters in order to ensure a coordinated approach across the United Nations system that reduces fragmentation and increases efficiency and effectiveness. UNEP will strengthen its leadership in key United Nations coordination bodies and lead efforts to formulate United Nations system-wide strategies on the environment to maximize the potential for environmentally sound development.

11.5 UNEP will strengthen its use of strategic partnerships with Member States, other stakeholders and entities within the United Nations system to catalyse transformational change and leverage impact, significantly larger than what UNEP could achieve operating on its own. A primary vehicle for unlocking the additional value of the United Nations system is to invest in partnerships within that system. Strengthening partnerships must also include major groups, as they are a key contributor to the implementation of environmental commitments. Relevant stakeholders will be engaged in new mechanisms that promote transparency based on best practices and models from relevant multilateral institutions. UNEP will include all major groups whose actions affect, or are affected by, an environmental issue engaged through their relevant global, regional or national networks. UNEP will scale up the use of norms, methods and tools harnessing the potential of both the United Nations and major groups. It will also redefine its relationships with UNEP national committees[8] to make best use of them in reaching out at the national level and ensuring that UNEP's services and products are accessible and used by others.

11.6 At the heart of the UNEP strategy are objectives of greater efficiency, transparency and the use of performance information for improved management decision-making. UNEP will take into account recommendations for the effectiveness, efficiency, coherence and impact of the United Nations on development in developing countries in line with General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. UNEP will pay particular attention to ways in which it can leverage further impact through development cooperation and country-level modalities of the United Nations system. Capacity-building and the facilitation of technology development and sharing in countries underpin the delivery of all UNEP support to countries in line with the Bali Strategic Plan for Technology Support and Capacity-building. The Programme also embeds the integration of gender and ensures that environmental aspects of sustainable development take into account economic and social considerations. In implementing Governing Council decision 23/11 on gender equality in the field of the environment, UNEP continues to ensure integration of gender perspectives into policy documents and project design and implementation.

11.7 UNEP support to countries for a green economy in the context of sustainable development and poverty eradication is one of the important tools for achieving sustainable development in its three dimensions. UNEP will strengthen its cooperation with the International Labour Organization, in conformity with paragraph 62 of the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want" (General Assembly resolution 66/288, annex). Work will also be undertaken to contribute to the efforts of the United Nations system to address the need for broader measures of progress to complement gross domestic product that take into consideration environmental sustainability to better inform policy decisions.

11.8 UNEP will deliver its work within seven priority areas for the biennium 2016-2017:

(a) Climate change;

(b) Disasters and conflicts;

(c) Ecosystem management;

(d) Environmental governance;

(e) Chemicals and waste;

(f) Resource efficiency and sustainable consumption and production;

(g) Environment under review.

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[8] Thirty-six UNEP national committees have been set up in accordance with Governing Council decision 13/33 of 1985, in which the Council authorized the establishment of national environmental committees to support the activities of UNEP.

11.9 Climate change. Within the framework of the United Nations approach to climate change, UNEP will work with Member States and other partners, including the private sector, to: (a) build the resilience of countries to climate change through ecosystem-based and other supporting adaptation approaches; (b) promote the transfer and use of energy efficiency and renewable energy technologies for low-emission development; and (c) support planning and implementation of initiatives to reduce emissions from deforestation and forest degradation. The implementation of national and subnational energy policies, support for low-emission development, cleaner energy technologies, public mass transportation systems, clean fuels and vehicles, adaptation to climate change and forests are key areas needing attention. UNEP will work with Member States in these areas by conducting scientific assessments; providing policy, planning and legislative advice; integrating gender-related considerations and use of gender-sensitive indicators into project planning and capacity-building processes; facilitating access to finance; undertaking pilot interventions and promoting the integration of these approaches through national development; fostering climate change outreach and awareness-raising; knowledge sharing through climate change networks; and supporting the United Nations Framework Convention on Climate Change process and the implementation of commitments under the United Nations Framework Convention on Climate Change, the Convention on Biological Diversity and the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa.

11.10 Disasters and conflicts. As a part of United Nations system-wide strategies for natural and man-made disaster risk reduction and preparedness, crisis response and recovery, UNEP will build national capacity to use sustainable natural resource and environmental management to: (a) reduce the risk of natural and man-made disasters and bring in the environmental dimension in support of other United Nations entities' post-conflict recovery mandates; (b) support sustainable recovery from natural and man-made disasters; (c) build strong interlinkages among disaster risk reduction, recovery and long-term development planning; (d) develop strategies that integrate disaster risk reduction and climate change adaptation considerations into investments, decision-making and the planning of humanitarian and development actions; and (e) assist vulnerable or crisis-affected countries and communities by providing, upon request, environmental expertise, with particular attention paid to vulnerable groups and highly vulnerable ecosystems. The subprogramme will integrate a gender perspective in the design and implementation of all phases of risk management. UNEP will provide environmental risk and impact assessments, policy guidance, institutional support, training and services to countries to enhance cooperation on environmental issues, and pilot new approaches to natural resource management in countries interested in following such approaches. In doing so, UNEP will seek to catalyse action and upscaling by partners working with countries on risk reduction, relief and recovery, including United Nations humanitarian operations, as requested by the Governing Council in its decision 26/15.

11.11 Ecosystem management. With a view to mainstreaming the ecosystem approach in policymaking and implementation processes, assisting the reversal of ecosystem degradation and addressing the challenge of food security and water quality, UNEP seeks to promote proper management of biodiversity, particularly at the ecosystem level. UNEP will catalyse the maintenance of natural capital and the protection and sustainable use of ecosystems. It aims to enable integrated, cross-sectoral approaches to improve the resilience and productivity of interdependent landscapes and their associated ecosystems and species. UNEP will: (a) promote integrated land and water management approaches that help to strengthen and restore the resilience and productivity of terrestrial and aquatic systems, thereby maintaining natural ecological processes that support food production systems and maintain water quantity and quality; (b) promote the management of coasts and marine systems to ensure that ecosystem services are restored or maintained; and (c) help to strengthen the enabling environment for ecosystems, including transboundary ones, at the request of all concerned countries. The aim is to enable countries to sustain ecosystem services for human well-being and biodiversity for present and future generations, taking into account the need to integrate gender perspectives, recognize and respect traditional knowledge, innovations and practices of indigenous and local communities as well as equitable social development and inclusion. That will be done in consultation with secretariats of the biodiversity-related multilateral environmental agreements and will include support to countries in creating the enabling environment for the implementation of ecosystem and biodiversity-related multilateral environmental agreements, paying particular attention to the Aichi Biodiversity Targets and the Convention on Biological Diversity Strategic Plan for Biodiversity 2011-2020. UNEP will also support requests from countries to integrate biodiversity values into national development planning and poverty reduction strategies and planning processes.

11.12 Environmental governance. UNEP will improve coherence and synergy in environmental governance in collaboration with other United Nations agencies by: (a) providing support to the United Nations system and entities of multilateral environmental agreements, taking advantage of United Nations coordination mechanisms to increase coordination of actions on environmental policies and programmes within the United Nations system and multilateral environmental agreements; (b) helping countries to strengthen their environmental institutions and laws and implement their national environmental policies upon their request, ensuring the integration of gender perspectives; and (c) helping to increase the integration of environmental sustainability into national and regional policies and plans, based on demand from countries while taking into account gender perspectives. A key area of work is support to countries in developing and reporting on the environmental aspects of the sustainable development goals. UNEP will strengthen the science-policy interface in carrying out this work. It will facilitate increased participation of stakeholders as appropriate in environmental decision-making processes and access to justice along the lines of Principle 10 of the 1992 Rio Declaration on Environment and Development.

11.13 Chemicals and waste. As a part of system-wide efforts by the United Nations and in close collaboration with those involved in the Strategic Approach to International Chemicals Management, the Minamata Convention on Mercury and the secretariats of the other multilateral environmental agreements on chemicals and waste, UNEP will work to lessen the environmental and human health impacts of chemicals and waste, including those related to mining activities. It will enhance its work to support countries to increase their capacities for the sound management of chemicals and waste, including e-waste and disposal of chemicals resulting from illegal mining, to help countries to achieve by 2020 sound management of chemicals throughout their life cycle. UNEP will do so by helping countries to improve the regulatory and institutional framework for the sound management of chemicals. That will include servicing and strengthening the Strategic Approach to International Chemicals Management process adopted in Dubai in 2006 and supporting the evolution and implementation of the Strategic Approach to International Chemicals Management and the multilateral environmental agreements on chemicals and waste. The subprogramme will work for the entry into force and implementation of the Minamata Convention on Mercury. It will also continue efforts to enhance cooperation and coordination in the cluster of chemicals- and waste-related multilateral environmental agreements at the national level. UNEP will also keep under review the trends in the production, use and release of chemicals and waste to identify issues of concern and catalyse sound management actions, including through multi-stakeholder partnerships that address them.

11.14 Resource efficiency and sustainable consumption and production. UNEP will advocate for policy reforms and changes in private sector management practices, when applicable, and will work towards increased consumer awareness, taking into consideration gender differences. Following the adoption by the United Nations Conference on Sustainable Development of the 10-year framework of programmes on sustainable consumption and production patterns, UNEP, which was designated the secretariat of the 10-year framework, will prioritize its support for this work. It will also improve understanding of the opportunities and challenges and costs and benefits of green economy policies in the context of sustainable development and poverty eradication. It will support countries willing to engage in the implementation of green economy policies for the transition towards sustainable development as a common undertaking to design the appropriate policy mix and share experiences, best practices and knowledge. UNEP will work with its network of partners to: (a) strengthen the scientific basis for decision-making, and support governments, cities and other local authorities in designing and implementing tools and policies to increase resource efficiency, including sustainable consumption and production and green economy in the context of sustainable development and poverty eradication; (b) promote the application of life-cycle and environmental management approaches to improve resource efficiency in sectoral policymaking and in business and financial operations along global value chains, using public-private partnerships as a key delivery mechanism; and (c) promote the adoption of consumption-related policies and tools by public institutions and private organizations, and increase consumer awareness of more sustainable lifestyles. UNEP will provide guidance and support to interested stakeholders, including business and industry and other major groups, to develop strategies that are supportive of national and sectoral policies in the context of sustainable development and poverty eradication.

11.15 Environment under review. Keeping the global environmental situation under review in a systematic and coordinated way and providing early warning on emerging issues for informed decision-making by policymakers and the general public is one of the core mandates of UNEP. The Programme aims to enhance integrated assessment, interpretation and coherence of environmental, economic and social information to assess the environment, identify emerging issues and contribute data to track progress towards environmental sustainability, including targets such as the Aichi Biodiversity Targets to facilitate global policymaking. The global environmental goals used in the Fifth Global Environment Outlook (GEO-5) will continue to serve as a basis for assessing the state of the environment and the Global Gender and Environment Outlook for providing the relevant gender data and indicators. UNEP will support capacity-building efforts in developing countries that commit to environmental monitoring and commit to post-environmental data and information on public platforms in line with Principle 10 of the Rio Declaration, Agenda 21 and the

Johannesburg Plan of Implementation, adopted at the World Summit on Sustainable Development. UNEP aims to increase participation of stakeholders in environmental decision-making processes, including the generation, analysis, packaging, availability and dissemination of integrative environmental information.

11.16 UNEP regional offices, liaison offices and country offices will play a prominent role in coordinating UNEP delivery of the programme of work at the regional, subregional and country levels, and use partnerships to achieve impact and upscale efforts. While each of the UNEP subprogrammes is presented separately, the organization's objectives will be met by ensuring that the synergies between the subprogrammes are harnessed in a way that leverages the best possible impact. For instance, the principles and approaches underpinning subprogrammes such as ecosystem management and climate change will inform the work conducted under disasters and conflicts, to ensure that relevant tools and approaches developed within those subprogrammes are applied in countries that are vulnerable to or affected by disasters and conflicts. Similarly, UNEP will seek synergies with its work on marine systems under subprogramme 3, Ecosystem management, and its work on land-based sources of pollution handled under subprogramme 5, Chemicals and waste. The work of UNEP under subprogramme 6, Resource efficiency and sustainable consumption and production, will contribute to energy efficiency work under subprogrammes 1 and 3, Climate change and Ecosystem management, by reducing use of natural resources, and to subprogramme 5, Chemicals and waste, through responsible production and waste minimization. There will also be close collaboration between the work of UNEP on alternatives to certain ozone-depleting substances and energy efficiency, through coordinated efforts under subprogrammes 5 and 1, Chemicals and waste and Climate change. Similarly, subprogramme 4, Environmental governance, will complement the work of all other subprogrammes.

Subprogramme 1
Climate change

Objective of the Organization: To strengthen the ability of countries to move towards climate-resilient and low-emission strategies for sustainable development and human well-being

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Adaptation approaches, including an ecosystem-based approach, are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impacts	(a) (i) Increase in number and percentage of countries assisted by UNEP that implement ecosystem-based and other supporting site-based adaptation initiatives
	(ii) Increase in number and percentage of countries assisted by UNEP that have progressed in integrating ecosystem-based adaptation and other adaptation approaches into sectoral and national development strategies[a]

(b) Energy efficiency is improved and the use of renewable energy is increased in countries to help reduce greenhouse gas emissions and other pollutants as part of their low-emission development	(b) (i) Increased percentage of renewable energy in the global energy mix (ii) Increased percentage of countries meeting energy efficiency standards for specific sectors supported by UNEP (iii) Increased number of implemented programmes/projects by countries on transfer of advanced technologies in the area of renewable energy or energy efficiency with the assistance of UNEP (iv) Increase in the number of policies and actions taken by countries to decrease greenhouse gas emissions and other climate pollutants as a result of UNEP-led public-private partnership initiatives (v) Increase in climate finance invested for clean energy as a result of UNEP engagement
(c) Support, in cooperation with other organizations and in accordance with their respective mandates, the implementation of REDD-plus strategies and systems for information on safeguards and the development of forest monitoring systems and reference levels, so that they evolve into results-based actions that are fully measured, reported and verified and so as to reduce emissions from deforestation and forest degradation	(c) Increase in the number and percentage of developing countries that have developed and implemented REDD-plus strategies and are in a position to obtain and receive payments for results-based actions, as a result of UNEP assistance[b]

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[a] The steps to measure progress are: (a) entry points in sectoral and national development strategies for integrating adaptation are identified and the case for integration made; (b) evidence and information for integrating adaptation into a sectoral or national development strategy are generated; (c) options for integrating adaptation into sectoral and national development strategies are assessed and discussed with stakeholders; (d) sectoral and national development strategies integrating adaptation are submitted for endorsement and adoption; and (e) sectoral and national development strategies integrating adaptation are adopted by government.

[b] The United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation (UN-REDD) has developed a results-based monitoring framework. These indicators form the basis for measurement of this indicator to ensure coherence with the Programme's monitoring framework.

Strategy

11.17 Responsibility for the leadership of the subprogramme rests with the Director of the Division of Technology, Industry and Economics. UNEP aims to strengthen countries' ability to move towards climate-resilient and low-emission strategies for sustainable development and human well-being by: (a) promoting development and use of climate science for policymaking and informing the climate change negotiation process; (b) facilitating access to and supporting capacity-building efforts for finance for climate resilience, energy efficiency and renewable energy technologies; (c) fostering climate change awareness and education; (d) supporting development and implementation of policies, plans and climate actions in countries, upon their request, in the form of pilots that can be scaled up through partner organizations; (e) sharing lessons and information on climate technologies and approaches through networks; and (f) supporting the United Nations Framework Convention on Climate Change process and implementation of related country commitments.

11.18 The subprogramme is shaped by decisions of the United Nations Framework Convention on Climate Change and complements the Convention's work, while being guided by sound science, particularly from the Intergovernmental Panel on Climate Change. UNEP seeks a regional balance in the delivery of the subprogramme, taking into consideration vulnerabilities to climate change and countries' needs to ensure that the capacity of countries is strengthened to respond to climate change challenges. Outreach will foster greater understanding of climate change, ensuring that countries have access to climate change information, lessons learned and successful project examples. UNEP will work through partnerships with the United Nations Framework Convention on Climate Change secretariat and other convention secretariats, the rest of the United Nations system and other institutions with the following strategy:

(a) UNEP will support countries, in particular developing countries, to reduce vulnerability and strengthen resilience to the impacts of climate change by strengthening national institutional capacities and supporting national efforts to incorporate adaptation approaches, including ecosystem-based adaptation approaches into development planning and policymaking. UNEP will conduct, upon request, vulnerability and impact assessments, deliver economic analyses of climate change impacts and adaptation options and scientific and policy-related information, identify best practices, provide adaptation planning and policy development support, facilitate countries' access to finance, build readiness to deploy funding effectively and strengthen its outreach. Efforts will be made to ensure that the ecosystem-based approach takes into consideration biodiversity considerations in consultation with the secretariats of the biodiversity-related multilateral environmental agreements, taking into account Aichi Biodiversity Target 10. Pilot demonstrations that accelerate learning in reducing vulnerability to climate change will be used to scale up successful approaches through partnerships to leverage impact. UNEP will also assist countries to meet their national climate change adaptation planning and reporting obligations under the United Nations Framework Convention on Climate Change. The scientific work will complement the work of the Intergovernmental Panel on Climate Change. UNEP will support the development of the Intergovernmental Panel's assessments, special reports and their outreach. While the main focus of the UNEP adaptation programme remains ecosystem-based adaptation, ecosystem-based adaptation is most usefully applied as an integral component of a range of adaptation strategies. Therefore, UNEP will engage with partners working on the full range of adaptation approaches with other organizations with complementary expertise;

(b) UNEP will advocate for, and support, upon request, the move towards low-emission strategies, through the promotion of mitigation and adaptation measures in the context of sustainable development and poverty eradication by helping countries to overcome financial, institutional and regulatory barriers to the uptake of renewable energy technologies and the adoption of energy efficiency measures in transport, buildings, manufacturing and appliances. UNEP will build technical skills and knowledge of policy options in the clean energy sector and help countries to develop mechanisms, strategies and policies that reduce costs and risks for financial actors in climate change mitigation investments. UNEP will strengthen the scientific basis for informed decision-making; conduct technology and resource assessments; share knowledge about technology and policy options; support mitigation planning and policy development; facilitate access to finance and work with innovative financing mechanisms; build readiness to deploy funding effectively; and strengthen outreach to facilitate access to relevant climate change information. UNEP will also assist countries with climate change mitigation planning and reporting obligations under the United Nations Framework Convention on Climate Change;

(c) In support of the Warsaw framework for REDD-plus agreed in November 2013 under the United Nations Framework Convention on Climate Change, UNEP will work with the United Nations Development Programme (UNDP), the Food and Agriculture Organization of the United Nations and other partners and in coordination with relevant conventions, including the secretariats of the biodiversity-related multilateral environmental agreements across the three major forested regions worldwide, to support developing countries' progression towards results-based actions. For that purpose, upon request of interested countries, UNEP will work with relevant partners to support the development and implementation of the requirements to obtain and receive results-based payments, namely, REDD-plus national strategies, forest reference levels, forest monitoring systems and systems for providing information on safeguards, in accordance with the modalities and procedures agreed by the Conference of the Parties to the United Nations Framework Convention on Climate Change. The UN-REDD programme is a collaborative partnership of FAO, UNDP and UNEP that supports countries on the implementation of REDD-plus.[9] The work of UNEP on REDD-plus is aimed at reducing emissions from deforestation and forest degradation by generating funding that communities can use to improve sustainable management of forests, strengthen the role of conservation, shift the forest sector to alternative development pathways, and support the conservation of biological diversity and livelihoods. UNEP will support high-level political dialogues relating to the United Nations Framework Convention on Climate Change and the Convention on Biological Diversity processes, support stakeholders in achieving the Aichi Biodiversity Targets, and engage with the private sector to discuss REDD-plus as an instrument for climate change mitigation and adaptation, sustainable development and biodiversity conservation. Strengthening the scientific basis for decision-making and improving outreach are key pillars in this strategy. UNEP will support the development of national REDD-plus strategies and the implementation of readiness programmes, and develop tools and guidance on identifying and contributing to environmental and social objectives. UNEP will conduct scientific assessments; provide policy, planning and legislative advice; integrate gender-related considerations and use of gender-sensitive indicators into planning and capacity-building processes; facilitate access to finance; undertake pilot interventions; promote the integration of these approaches through national development; foster climate change outreach and awareness-raising; and share knowledge through climate change networks.

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[9] UN-REDD work is divided among the agencies based on comparative advantages with UNEP focusing on REDD-plus, ecosystem services, biodiversity and green economy policies in the context of sustainable development and poverty eradication. REDD-plus includes five activities as defined in the Cancún Agreements: (a) reducing emissions from deforestation; (b) reducing emissions from forest degradation; (c) conservation of forest carbon stocks; (d) sustainable management of forests; and (e) enhancement of forest carbon stocks.

Subprogramme 2
Disasters and conflicts

Objective of the Organization: To promote the sustainable use of natural resources and the reduction of environmental degradation by addressing the environmental challenges in the context of disaster risk reduction, as well as post-disaster and post-conflict recovery activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The capacity of countries to use natural resource and environmental management to prevent and reduce the risk of natural and man-made disasters is improved	(a) (i) Percentage of countries assisted by UNEP with increased capacity to use natural resource and environmental management to prevent and reduce natural and man-made disasters
	(ii) Increase in the number of United Nations policies, programmes and training courses on risk reduction that integrate best practices in sustainable natural resource management based on UNEP reports and inputs
(b) The capacity of countries to use natural resource and environmental management to support sustainable recovery from disasters and conflicts is improved	(b) (i) Percentage of countries affected by natural and/or man-made disasters that improve their capacity to use natural resource and environmental management, with the assistance of UNEP, to support sustainable recovery from disasters and conflicts
	(ii) Percentage of countries assisted by UNEP that develop policies and strategies aimed at increasing their capacity to recover sustainably from disasters and conflicts

Strategy

11.19 The responsibility for the leadership of the disasters and conflicts subprogramme rests with the Director of the Division of Environmental Policy Implementation. UNEP aims to help countries affected by, or vulnerable to, natural and man-made disasters to integrate environmental risks and opportunities in national development plans and post-crisis recovery programmes in order to contribute to more equitable, inclusive and sustainable development. Synergies will be leveraged from UNEP work on biodiversity and ecosystem services and climate change adaptation. UNEP will integrate gender perspectives in project design and use gender-sensitive indicators to contribute to the knowledge on sex and age-differentiated impacts of natural and man-made disasters to influence policymaking processes.

11.20 Within existing mandates of UNEP, including Governing Council decision 26/15, and without duplicating efforts of other organizations responsible for crisis response or risk reduction, UNEP will work through strategic partnerships to support countries in addressing the environmental causes and consequences of natural and man-made disasters, as follows:

(a) UNEP will provide early warning and risk assessments, policy guidance and training to enable requesting governments to use sustainable natural resource management to reduce the risk of natural and man-made disasters. In particular, UNEP will demonstrate the role that improved ecosystem management can play in achieving risk reduction, vulnerability reduction and local resilience. UNEP will catalyse uptake by countries and United Nations partners of an ecosystem-based approach to disaster risk reduction. The Programme will help stakeholders to use the environment as a platform for cooperation in order to reduce the risk of natural and man-made disasters. UNEP will leverage impact through partnerships in the United Nations system and the broader international community, which are critical to extending its capacity and upscaling results, notably by mainstreaming environmental best practice into their own policy and planning processes, including the United Nations International Strategy for Disaster Reduction, the World Bank and others;

(b) UNEP will also provide environmental expertise for emergency response and crisis recovery operations at the subregional, national and subnational levels, upon request from Governments directly or through mechanisms such as humanitarian response clusters, early recovery programmes, and post-crisis needs assessments. UNEP will assess acute environmental risks from natural and man-made disasters, and provide early warning to minimize any adverse impacts on human life (taking into consideration sex and age-differentiated impacts) and the environment, integrate environmental considerations into relief and recovery programmes, and design and technically support environmental clean-up and ecosystem restoration operations carried out by partners. With the United Nations country teams and other partners, UNEP will provide, upon request by Governments, policy guidance and assistance in developing and implementing legislative and institutional frameworks for sustainable natural resource and environmental management at national and subregional levels to support economic recovery and the creation of decent and productive jobs in the context of sustainable development and poverty eradication. UNEP will, when requested, help stakeholders use the environment as a platform for cooperation in the context of recovery and reconstruction. The strong partnerships established over the past 15 years with key humanitarian, development and peace and security actors will serve as the cornerstone of UNEP's approach, ensuring not only that environmental considerations are integrated into the support provided to crisis-affected countries, but also that results are sustained and upscaled. Key partners include the Advisory Group on Environmental Emergencies (AGEE), the Office for the Coordination of Humanitarian Affairs of the Secretariat, UNDP, the Peacebuilding Commission, the Department of Peacekeeping Operations, the Department of Field Support and others.

Subprogramme 3
Ecosystem management

Objective of the Organization: To promote a transition to the integration of the conservation and management of land, water and living resources to maintain biodiversity and ecosystem services sustainably and equitably

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased	(a) (i) Increase in percentage of countries integrating the ecosystem approach into sector-based natural resource management, with the assistance of UNEP
	(ii) Increase in the ratio of river basins where the ecosystem approach is approved by governing bodies, or under implementation by parties, to the total number of river basins in countries assisted by UNEP
	(iii) Increase in percentage of countries assisted by UNEP that are improving their water quality framework
	(iv) Increase in percentage area managed with an ecosystem approach over the total area covered by countries with the assistance of UNEP
	(v) Increase in percentage area by country or by group of countries that share transboundary ecosystems, on land-based and watershed ecosystem restoration that are assisted by UNEP
(b) Use of the ecosystem approach in countries to sustain ecosystem services from coastal and marine systems is increased	(b) (i) Increase in percentage of countries and corporations adopting action plans to reduce marine litter in coastal and marine systems, with the assistance of UNEP
	(ii) Increase in percentage of countries and corporations adopting action plans to reduce untreated wastewater in coastal and marine systems, with the assistance of UNEP
	(iii) Increase in percentage of regional seas[a] where the ecosystem approach is under implementation by parties, with the assistance of UNEP

	(iv) Increase in percentage of area covered by an ecosystem-based management plan over the total area covered by countries, with the assistance of UNEP
(c) Services and benefits derived from ecosystems are integrated with development planning and accounting, and the implementation of biodiversity and ecosystem-related multilateral environmental agreements	(c) (i) Increase in percentage of countries assisted by UNEP that integrate priority ecosystem services into their national accounting processes (ii) Percentage of countries that have, with the assistance of UNEP, revised at least one of their environmental policy frameworks and one of their development plans to integrate biodiversity and ecosystem services[b]

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[a] More than 143 countries participate in 13 regional seas programmes established under the auspices of UNEP: Black Sea, Wider Caribbean, East Asian Seas, Eastern Africa, South Asian Seas, Inter-agency Plan of Action for the Region Covered by the Regional Organization for the Protection of the Marine Environment (ROPME) Sea Area, Mediterranean, North-East Pacific, North-West Pacific, Red Sea and Gulf of Aden, South-East Pacific, Pacific, and Western Africa. Six of these programmes are directly administered by UNEP. There are five regional seas programmes that have not been established under the auspices of UNEP.

[b] Different countries would have different needs and priorities, building on what is already in place. In some countries the focus and support might be on agricultural policies, in others energy policies, and in still others, development plans.

Strategy

11.21 The responsibility for the leadership of the subprogramme rests with the Director of the Division of Environmental Policy Implementation. In applying the 12 principles of the ecosystem management approach enunciated in the Convention on Biological Diversity, UNEP aims to catalyse understanding and use by countries of the approach that integrates the management of land, water and living resources. The aim is to conserve biodiversity, integrate the value of natural capital, including biodiversity and ecosystem services, in decision-making and restore or sustain ecosystem services for the food security and improved water quality essential for sustainable development and poverty reduction. The integration of communities, indigenous people, gender perspectives and use of gender-sensitive indicators at the project level is key for UNEP. UNEP will ensure complementarity with its work on ecosystem-based approaches to climate change adaptation and disaster risk reduction.

11.22 Ensuring a regional balance, UNEP will work with the secretariats of biodiversity-related multilateral environmental agreements, and through long-term partnerships with the United Nations system and other key partners, to leverage impact and support countries to achieve the Aichi Biodiversity Targets, as follows:

(a) UNEP will enhance the use of an ecosystem approach within planning, management and decision-making frameworks that affect biodiversity and provision of services from terrestrial and freshwater ecosystems. UNEP will contribute to the challenge of feeding a growing global population in a sustainable manner and improve water quality while promoting sustainable patterns of consumption and production, conservation of biodiversity and related ecosystems and governance reforms that enable participatory, cross-sectoral approaches to maintain biodiversity, ecosystem services, ecosystem productivity and interdependent ecosystems. Emphasis will be given to conserving biodiversity and maintaining the ecosystem services important for human well-being and provisioning, especially food security and water quality. Attention will also be given to equity issues, including but not limited to access and benefit-sharing, taking into consideration varying gender roles on how vulnerable and disadvantaged communities could be compensated or rewarded. UNEP will support the upscaling of ecosystem management tools and methodologies to attain sectoral goals, tailoring innovative approaches to specific sectors to enable integration of an ecosystem approach into their planning processes;

(b) UNEP will also support countries in implementing ecosystem-based management to restore or sustain marine and coastal biodiversity and ecosystem services, particularly food provisioning. UNEP work that will cut across national maritime boundaries is dependent on requests from the concerned countries. That will include managing human activities negatively impacting coastal and marine ecosystems, particularly coral reefs and mangroves, with attention to the dynamic relationship between land-based activities and the marine environment. UNEP will assist countries and regional bodies in customizing and applying ecosystem management through piloting, learning and transferring of good practices across different ecosystem contexts. UNEP will also support countries in adopting broader management reforms, involving gender-sensitive participatory approaches and private-public partnerships to restore or maintain marine and coastal ecosystem services and their associated biodiversity. Attention will be given to the growing pressures from climate change, coastal development, resource extraction and pollution. UNEP will build upon successful programmes and structures, such as the Regional Seas Conventions and Action Plans and the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities. Demonstration projects will catalyse the uptake and integration of the approach, targeting specific sectors, including water, fisheries and agriculture;

(c) UNEP will strengthen the science-policy interface at the global, regional and national levels and provide leadership in the work of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), in collaboration with relevant bodies. UNEP will also assist countries in creating the necessary institutional, legal and policy conditions to integrate biodiversity and ecosystem services into their development planning, decision-making, accounting and budgetary processes. That will involve the economic valuation of ecosystems and biodiversity in conjunction with the standard system of national accounts to provide better measures of economic performance and mainstreaming of natural capital in national development plans and programmes in line with countries' biodiversity-related multilateral environmental agreement commitments, particularly the Aichi Biodiversity Targets. Assistance will be provided to countries, upon request, to find innovative ways of financing and to create favourable policy and institutional conditions for access and benefit-sharing, in support of the Nagoya Protocol. UNEP will work to ensure that the ecosystem approach is integrated into development planning, demonstrating to countries the value of ecosystem services, and encourage countries to increase their national budget allocation to manage ecosystems sustainably. Upon request, UNEP will assist countries in introducing macroeconomic indicators that incorporate ecosystem considerations. UNEP will assist countries in meeting their planning and reporting obligations under biodiversity-related multilateral environmental agreements, engaging with the Convention on Biological Diversity secretariat to ensure UNEP support to countries to implement the Strategic Plan for Biodiversity 2011-2020 and achieve the Aichi Biodiversity Targets, in coordination with the secretariats of the multilateral environmental agreements.

Subprogramme 4
Environmental governance

Objective of the Organization: To strengthen synergies and coherence in environmental governance in order to facilitate environmental sustainability in the context of sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The United Nations system and multilateral environmental agreement bodies, respecting the mandate of each entity, demonstrate increasing coherence and synergy of actions on environmental issues	(a) (i) Increase in the number of joint initiatives to address environmental issues in a coordinated manner in the United Nations system and multilateral environmental agreement bodies as a result of UNEP efforts (ii) Increase in the number of collaborative arrangements with the secretariats of selected multilateral environmental agreements that result in increased coherence and synergy between the UNEP programme of work and the programmes of work of those secretariats (iii) Increase in the number of policy instruments or action plans adopted by Governments and United Nations bodies pursuant to the post-2015 development framework, if and when agreed by the General Assembly, including the sustainable development goals that incorporate environmental objectives (iv) Increase in the number of United Nations agencies implementing emissions reduction strategies and/or environment management systems

	(v) Increase in the number of environmental policy issues or approaches emerging from UNEP policy advice that are referred to in policy documents of other United Nations agencies and bodies
(b) The capacity of countries to develop and enforce laws and strengthen institutions to achieve internationally agreed environmental objectives and goals and comply with related obligations is enhanced	(b) (i) Increase in the number of legal and institutional measures taken by countries to develop and enforce national laws and improve the implementation of internationally agreed environmental objectives and goals, with the assistance of UNEP at the request of those countries
	(ii) Increase in the number of countries that undertake a review of, and adopt recommendations for, enhanced compliance with, and enforcement of, international environmental obligations, with the assistance of UNEP at the request of those countries
	(iii) Increase in the number of initiatives and partnerships of major groups and stakeholders in support of the development and implementation of national and international environmental law, with the assistance of UNEP
(c) Countries increasingly mainstream environmental sustainability into national and regional development policies and plans	(c) (i) Increase in the number of United Nations Development Assistance Frameworks in countries that incorporate the principles of environmental sustainability, with the assistance of UNEP and its partners
	(ii) Increase in the number of countries that increase by at least one level in the UNEP result measurement framework for assessing public sector engagement in strengthening and applying financial planning instruments for pro-poor growth and environmental sustainability, as a result of UNEP support[a]

(iii) Increase in the number of policies and plans from subregional and regional forums that incorporate the principles of environmental sustainability, as a result of UNEP support

[a] Level 1: Ministries of Finance and Planning, local government and/or sectors do not identify and/or support strengthening of public sector budgeting process to enable tracking of pro-poor environmentally sustainable budgeting and expenditures. Level 2: Ministries of Finance and Planning, local government and/or sectors support and commission public expenditure reviews/Climate Public Expenditure and Institutional Reviews (PER/CPEIRs) with support from the Poverty-Environment Initiative. Mid-level professionals of Ministries of Finance and Planning, local government and/or sectors seek high-level support for endorsement of recommendations and elaboration and application of budget guidelines for pro-poor and sustainable environmental development at the national and/or subnational levels. Level 3: Revised budget mechanism/guidelines elaborated based on PER/CPEIRs recommendations. Senior Ministries of Finance and Planning, local government and/or sector decision makers endorse revised budget guidelines and proceed with formal application. Level 4: Executive/Legislature endorse application of pro-poor and sustainable environmental development budget guidelines/measures, staff are trained, and measures taken to apply new budget procedures. Level 5: Sustained annual allocations by Ministries of Finance and Planning, local government and/or sectors for pro-poor and environmentally sustainable development at either the national or subnational levels.

Strategy

11.23 The responsibility for the leadership of the subprogramme rests with the Director of the Division of Environmental Law and Conventions. Decisions of the Governing Council on international environmental governance and the outcomes of the deliberations on the institutional framework on sustainable development at the United Nations Conference on Sustainable Development define the direction of the subprogramme, particularly to reinforce UNEP efforts to strengthen environmental governance at all levels and formulate United Nations system-wide strategies on the environment. The subprogramme aims to support coherent international decision-making processes on the environment, support development and implementation of environmental law, norms and standards, strengthen relevant institutions, and mainstream environmental sustainability in regional, subregional and national environmental governance processes, including through engagement in key United Nations coordination bodies. In addition to partnerships within the United Nations system, there will be strong cooperation with the governing bodies and secretariats of other intergovernmental bodies and processes. Integration of gender perspectives and use of gender-sensitive indicators will be integral to this subprogramme.

11.24 UNEP will work with the secretariats of relevant multilateral environmental agreements, other partners in the United Nations system and elsewhere with the following strategy:

(a) To support coherent international decision-making processes for environmental governance, the UNEP secretariat will assist the United Nations Environment Assembly of UNEP in promoting international cooperation in the field of the environment and set the global environmental agenda. UNEP will enhance cooperation and coordination across the United Nations system and among global and regional multilateral environmental agreements, and between UNEP and those agreements, to support their implementation. UNEP will lead efforts to formulate

United Nations system-wide strategies on the environment, which will strengthen coherence in international policymaking. UNEP, with relevant multilateral environmental agreement secretariats and partners, will conduct an assessment of how the multilateral system supports the implementation of multilateral environmental agreements, including the Aichi Biodiversity Targets. This assessment will include consideration of how UNEP can strengthen its support for the implementation of multilateral environmental agreements. At the inter-agency level, UNEP will provide support and policy inputs on environmental governance, including on thematic environmental issues, in the United Nations System Chief Executives Board for Coordination and other inter-agency forums. UNEP will use the Environment Management Group to promote coherent policies and joint action on the part of all organizations and multilateral environmental agreement secretariats;

(b) To catalyse international efforts that facilitate implementation of internationally agreed objectives and goals, UNEP will support the development and implementation of international environmental law, norms and standards, in particular those addressing the goals, targets and commitments from United Nations processes, the post-2015 development framework, if and when agreed, and that provide the framework for supporting effective institutions and governance systems. With other United Nations partners, UNEP will support, at the request of Governments, efforts to develop and enforce environmental laws, and comply with relevant international environmental standards and obligations, including through legal technical assistance, training and other legal capacity-building activities. Strategic direction in this respect comes from the fourth Programme for the Development and Periodic Review of Environmental Law (Montevideo Programme IV), adopted through Governing Council decision 25/11 on environmental law, and decision 27/9 on advancing justice, governance and law for environmental sustainability. The latter introduces a new emphasis on promoting the environmental aspect of the rule of law and requires UNEP to take the lead in the United Nations. UNEP will also contribute to improving public participation in decision-making at the global, regional, subregional and national levels by promoting the active gender-balanced participation of stakeholders in line with Principle 10 of the Rio Declaration, and the application of the Guidelines for the Development of National Legislation on Access to Information, Public Participation and Access to Justice in Environmental Matters, adopted by the Governing Council in the annex to its decision SS.XI/5 A, and through decision 27/2;

(c) To support countries in mainstreaming environmental sustainability into their regional, subregional and national environmental governance processes, policies and plans, UNEP will support regional and subregional ministerial and other intergovernmental forums in addressing environmental and sustainable development issues, including those of a transboundary nature, and catalyse support from partners in the implementation of their programmes of action. UNEP, including through the UNEP-UNDP Poverty-Environment Initiative, will support Governments in mainstreaming environmental issues into their development planning processes and in incorporating environmental considerations and related gender-related perspectives into common country assessments, United Nations Development Assistance Partnerships/Frameworks (UNDAP/UNDAF) and related implementation programmes through partnerships with relevant United Nations institutions in support of the initiative known as One UN, carried out in pilot countries. UNEP will help to ensure the coherence of UNEP and United Nations activities through United Nations country teams and regional coordination structures such as the United Nations Development Group regional teams and the regional coordination mechanisms, placing attention on inter-agency cooperation.

Subprogramme 5
Chemicals and waste

Objective of the Organization: To promote among countries the achievement of sound management of chemicals and waste in order to minimize impacts on the environment and human health

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Countries increasingly have the necessary institutional capacity and policy instruments to soundly manage chemicals and waste, including the implementation of related provisions of the multilateral environmental agreements	(a) (i) Increase in the number and percentage of countries reporting the adoption of policies and regulatory frameworks for the sound management of chemicals and waste, with the assistance of UNEP (ii) Increase in the number and percentage of countries reporting the use of economic and market-based incentives and business policies and practices that promote the sound management of chemicals and waste, with the assistance of UNEP (iii) Increase in the number and percentage of countries assisted by UNEP reporting the use of industry reporting schemes that promote the sound take-up of chemicals and waste
(b) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound chemicals management and the related multilateral environmental agreements	(b) (i) Increase in the number and percentage of Governments addressing priority chemical issues, towards the objectives of the Strategic Approach to International Chemicals Management and their obligations under the chemicals-related multilateral environmental agreements, through the use of risk assessment and management tools provided by UNEP (ii) Increase in the number of businesses and industries addressing priority chemical issues, through the use of risk assessment and management tools provided by UNEP

	(iii) Increase in the number of civil society organizations addressing priority chemical issues under the chemicals-related multilateral environmental agreements, through the use of risk assessment and management tools provided by UNEP
(c) Countries, including major groups and stakeholders, increasingly use the scientific and technical knowledge and tools needed to implement sound waste management and the related multilateral environmental agreements	(c) (i) Increase in the number and percentage of Governments addressing priority waste issues towards the Strategic Approach to International Chemicals Management and their obligations under the related multilateral environmental agreements, through the use of tools and methodologies provided by UNEP (ii) Increase in the number of businesses and industries addressing priority waste issues, through the use of tools and methodologies provided by UNEP (iii) Increase in the number of civil society organizations addressing priority waste issues under the waste-related multilateral environmental agreements, through the use of risk assessment and management tools provided by UNEP

Strategy

11.25 The responsibility for the leadership of the subprogramme rests with the Director of the Division of Technology, Industry and Economics. UNEP aims to catalyse action towards the sound management of chemicals and waste, taking into account gender-differentiated and socially differentiated impacts. UNEP will use multi-stakeholder partnerships to scale up the use of tools and guidelines, improve the mainstreaming of chemicals and waste management in health and other sectors and consolidate the scientific evidence underpinning chemicals and waste management. Key partners are the chemicals- and waste-related multilateral environmental agreement secretariats and organizations participating in the Inter-Organization Programme for the Sound Management of Chemicals, a partnership with United Nations agencies, the World Bank and the Organization for Economic Cooperation and Development. UNEP will also leverage impact through its work with the Global Environment Facility. The strategy of UNEP is threefold:

(a) UNEP will strengthen institutional capacities and policy instruments, including regulatory frameworks, needed for the sound management of chemicals and waste towards the objectives of the Strategic Approach to International Chemicals Management and the implementation of the chemicals- and waste-related multilateral environmental agreements. UNEP will facilitate chemicals management, as appropriate, through secretariat support for the Strategic Approach. UNEP will also provide the secretariat of the Minamata Convention on Mercury during the interim period prior to its entry into force and support Governments towards its ratification, entry into force and implementation. This subprogramme will be coordinated with the Environmental governance subprogramme to realize synergies among the agreed chemicals- and waste-related multilateral environmental agreements. At the national level, UNEP will, upon request, support countries in catalysing interministerial and multi-stakeholder engagement in order to achieve coherent and effective regulatory, voluntary and market-based policies that address sound chemicals management and the obligations of chemicals- and waste-related multilateral environmental agreements, integrating them into national policies, programmes and strategies. UNEP will promote multilateral and bilateral support, addressing sound chemicals and waste management, including through development planning processes;

(b) UNEP will support requesting countries in assessing and managing chemical risks. It will bring emerging issues for the sound management of chemicals to the attention of the international community. Priority actions will be supported through the development and demonstration of scientific and technical knowledge, a global outlook and tools for sound chemicals management. UNEP will keep under review trends in chemicals production, handling, movement, use, release and disposal in order to determine the environmental, health and socioeconomic impacts, gender and socially differentiated impacts and raise awareness of emerging issues. UNEP will help to develop countries' capacities to use scientific advice and guidelines and demonstrate chemicals risk assessment and management, including for chemicals listed in relevant multilateral environmental agreements, such as lead and cadmium. Activities will be coordinated with the secretariats of the chemicals-related multilateral environmental agreements to ensure assistance to countries in implementing those treaties, the Strategic Approach to International Chemicals Management and other supporting international programmes such as the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA);[10]

(c) UNEP will bring emerging issues for the sound management of wastes to the attention of the international community and support national, regional and global efforts to minimize waste generation and manage remaining wastes using environmentally sound means, ensuring synergy with UNEP work on chemicals. UNEP will take advantage of its competencies gained in the 10-year framework of programmes on sustainable consumption and production to boost resource recovery from wastes. Priority actions will focus on the development and demonstration of the use of scientific and technical knowledge and tools for sound waste management. That involves keeping under review the trends in waste production, handling, movement and disposal to determine the environmental, health and socioeconomic impacts, and raising awareness of emerging issues. UNEP will work with the secretariat of the Basel Convention and its regional centres and partnerships to develop countries' capacity to use advice and guidelines on waste management towards the objectives of the Strategic Approach to International

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[10] The sound management of chemicals in agriculture and other land-based activities is part of the Global Programme of Action. UNEP works with the Global Partnership on Nutrient Management as a response to the nutrient challenge, that is, how to reduce the amount of excess nutrients in the global environment consistent with global development.

Chemicals Management and to implement waste-related multilateral environmental agreements. UNEP will develop methods and tools to build capacities, identify priorities for action and to evaluate progress towards sound waste management.

Subprogramme 6
Resource efficiency and sustainable consumption and production

Objective of the Organization: To promote and assist efforts towards patterns in which goods and services are increasingly produced, processed and consumed in a sustainable way in order to reduce environmental impact and contribute to the achievement of sustainable development and the improvement of human well-being

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Cross-sectoral scientific assessments, research and tools for sustainable consumption and production, in the context of sustainable development and poverty eradication, developed, shared and applied by policymakers, including in urban practices	(a) (i) Increased number of countries and cities that develop and integrate sustainable consumption and production approaches and tools, as a result of UNEP assistance
	(ii) Increase in the number of references to UNEP resource efficiency assessments and reports in policy and strategic documents by global and regional forums, national institutions, business organizations and academia
(b) Uptake of sustainable consumption and production and green economy instruments and management practices in sectoral policies and in business and financial operations across global supply chains is increased, in the context of sustainable development and poverty eradication	(b) Increase in the number of stakeholders reporting progress on their improved management practices and use of more resource-efficient tools and instruments in sectoral policies, with the assistance of UNEP and its partners
(c) Enabling conditions for promoting more sustainable consumption choices and lifestyles are enhanced	(c) (i) Increase in the number of stakeholders reporting progress in the development and use of tools conducive of more sustainable consumption patterns, with the assistance of UNEP and its partners
	(ii) Increase in the number of projects initiated by stakeholders to promote more sustainable consumption lifestyles that are catalysed by UNEP

Strategy

11.26 The responsibility for the leadership of the subprogramme rests with the Director of the Division of Technology, Industry and Economics. UNEP aims to support countries and other stakeholders in implementing green economy policies in the context of sustainable development and poverty eradication in accordance with what was agreed at the United Nations Conference on Sustainable Development, and promote changes in unsustainable patterns of consumption and production to make the transition to more inclusive and resource-efficient societies.

11.27 The subprogramme has long-term experience in delivering across and within specific sectors through global multi-stakeholder partnerships and partnerships within the United Nations system, which will be strengthened to scale up results. Key to the subprogramme is the 10-year framework of programmes on sustainable consumption and production, adopted at the United Nations Conference on Sustainable Development, with five initial programmes operational. UNEP will continue the Partnership for Action on Green Economy, together with other United Nations agencies, to provide knowledge and best practices on green economy and offer technical assistance and capacity-building to interested countries and stakeholders in implementing green economy policies in the context of sustainable development and poverty eradication. The scientific foundations of the subprogramme will be strengthened through the findings of the International Resource Panel. Gender perspectives will be addressed in design and implementation of projects with the use of gender-sensitive indicators.

11.28 The strategy of UNEP is threefold:

(a) UNEP, upon request, will scale up its assistance to Governments and other public institutions at the global, regional, national and subnational levels — taking into account their specifications and priorities — in developing green economy policies and practices in the context of sustainable development and poverty eradication in accordance with what was agreed at the United Nations Conference on Sustainable Development, and promote sustainable consumption and production. Using the International Resource Panel, UNEP will provide countries with scientific analysis of material flows, resource pressures and impacts in order to facilitate informed decision-making. It will support the delivery of the 10-year framework of programmes, for which UNEP is serving as secretariat with the support of the national focal points of the 10-year framework, and through the Global Sustainable Consumption and Production Clearinghouse. Capacities at the national, regional and city levels will be developed to put in place enabling policy and economic instruments that promote resource efficiency, sustainable consumption and production and a green economy in the context of sustainable development and poverty eradication. That will include national economic assessments, guidance on fiscal and trade policies, market-based and legislative instruments, and national sustainable consumption and production action plans, as well as related capacity-building and technical assistance to support their implementation and demonstrate the benefits of accelerating the transition towards more resource-efficient societies;

(b) UNEP will strengthen its work to advance sustainability at the sectoral level and within and across the entire supply chain of services and manufactured goods. To promote resource efficiency in the management practices of the business and financial community and small and medium-sized companies, UNEP will bring its scientific assessment work to the business sector, design and build capacity on tools to promote the uptake of cleaner production and eco-innovation practices and new business models, share knowledge of environmentally sustainable technologies and best practices, and support corporate social responsibility and sustainability reporting. Mutually supportive policy tools, instruments and business strategies will be developed for high-impact targeted sectors dependent on natural resources. The banking, investment and insurance sectors will also be targeted through the UNEP Finance Initiative. UNEP will engage with partners to provide benchmarking that helps to elaborate voluntary or regulatory international norms and standards and tests and demonstrates the benefits of synergistic public and private sector approaches and efficient, clean and safe production methods. It will build on the work of others, stimulating cooperation between business and academia. Activities will contribute to the delivery of the 10-year framework of programmes as relevant;

(c) UNEP aims to develop favourable policy and business conditions that allow for more sustainable lifestyles. Key drivers of behavioural change will be identified to assist decision makers in assessing the impact of regulations on consumers' choices, including economic instruments and pricing. UNEP will strengthen capacities of public institutions in developing policy measures to stimulate the demand for more sustainable products. Accessible, reliable, verifiable and life-cycle approaches based on sustainability information by market suppliers will enable easy, practical and sustainable choice by consumers. UNEP will support the use of life-cycle-based sustainable product information tools such as eco-labelling and certification for consumers and market supply chain actors, building on and making more accessible the methodologies and recommendations produced under the life-cycle initiative of UNEP and the Society of Environmental Toxicology and Chemistry. That will notably be done through the UNEP contribution to the 10-year framework of programmes on sustainable lifestyles and education, sustainable procurement and consumer information.

11.29 The subprogramme complements the work of UNEP in other subprogrammes, on subjects such as energy efficiency, transport, building and manufacturing (subprogramme 1); agriculture, biodiversity valuation and ecosystem services (subprogramme 3); and waste management objectives (subprogramme 5).

Subprogramme 7
Environment under review

Objective of the Organization: To empower stakeholders in their policymaking and decision-making by providing scientific information and knowledge and keeping the world environment under review

Expected accomplishments	Indicators of achievement
(a) Global, regional and national policymaking is facilitated by environmental information made available on open platforms	(a) (i) Increase in the number of United Nations agencies and multilateral environmental agreements using data on environmental trends identified through UNEP to influence their policy

	(ii) Increase in the number of relevant global, regional and national forums and institutions using data on environmental trends identified through UNEP to influence their policy (iii) The level of accessibility and ease of use of UNEP environmental information through open platforms is measured against internationally recognized standards for open access to information (iv) Increase in the number of United Nations inter-agency initiatives and external partnerships catalysed by UNEP that contribute scientifically credible and policy-relevant environmental data and indicators to UNEP assessment processes
(b) Global, regional and national assessment processes and policy planning are informed by emerging environmental issues	(b) Increase in the number of stakeholders surveyed that acknowledge the uptake in assessment and policy development processes of scenarios and early warning on emerging environmental issues identified by UNEP
(c) The capacity of countries to generate, access, analyse, use and communicate environmental information and knowledge, including data related to gender aspects, is enhanced	(c) (i) Increase in the number of countries that take the lead in generating, analysing, managing and using environmental information in comparable formats and with a focus on gender-sensitive tools, and making the information and knowledge available to the public and policymakers, as a result of UNEP assistance (ii) Increase in the number of countries making available credible, nationally generated data and access to country-specific environmental information in comparable formats on public platforms (iii) Increased number of major groups and stakeholders surveyed that acknowledge their involvement in the generation of, access to and use of environmental information available on public platforms

Strategy

11.30 The responsibility for the leadership of the subprogramme rests with the Director of the Division of Early Warning and Assessment. UNEP aims to review the state of the global environment to help to ensure that emerging environmental problems of international significance are prioritized and receive consideration by Governments. UNEP will produce scientifically credible knowledge on the status and trends of the global environment, and contextualize it within the paradigm of sustainable development. UNEP will routinely update the status and trends of key environmental indicators, early warning information on emerging issues and policy-relevant environmental assessments, and support countries in generating environmental knowledge in order to inform decision-making. The comparative advantage of UNEP in influencing policy will be realized by means of contributions to intergovernmental platforms and mechanisms through, inter alia, the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, the International Resource Panel and the Intergovernmental Panel on Climate Change, and through its convening power within the United Nations family, including the multilateral environmental agreements. This subprogramme will ensure the coherence of assessments carried out across all other UNEP subprogrammes. UNEP will work with partners active in environmental information, communication and policy such as scientific bodies and with the multilateral environmental agreement secretariats and sister United Nations agencies, among others, to implement the following strategy:

(a) UNEP will work to facilitate policymaking at the global, regional and national levels through the development of integrated assessments that provide sound science as a basis for decision-making. UNEP will develop tools and methods to enable integration of environmental, economic and social information. Scientific credibility and policy relevance are essential to UNEP integrated assessments. Internationally agreed environmental goals will be utilized to assess the state of the environment. For instance, UNEP will work with the Convention on Biological Diversity secretariat to identify how to analyse progress against the Aichi Biodiversity Targets and the Convention on Biological Diversity Strategic Plan for Biodiversity 2011-2020. UNEP will seek complementarity and avoid duplication with other major environmental assessments and Global Environment Facility priority-setting processes. Collaboration with policymakers is critical to understanding their perspectives; it is considered in the assessments and ensures utility of assessment findings. UNEP will use cutting-edge information and communication technologies to widen access to its information base, enhance the efficiency of, and engage broad stakeholder participation in, assessment processes and their outcomes. Scientific information from this subprogramme will be used to enhance implementation of the Environmental governance subprogramme;

(b) UNEP will provide scenarios on environmental trends by identifying data available in different localities and filling information gaps to provide early warning of emerging problems. That will comprise the development and consolidation of scientific approaches for the identification of critical thresholds and emerging issues. It will include outreach and awareness-raising in which knowledge generated is customized for a range of stakeholders, including United Nations agencies and targeted external stakeholders based on the issue, its locality and relevance to particular groups;

(c) UNEP will provide countries with policy advice and technical support to increase their ability to generate, access and analyse integrated environmental information, and continue to partner with relevant United Nations agencies, think tanks, scientific and academic institutions to improve the quality and utility of scientific information and knowledge generated at the national, subregional and regional levels. From the Global Gender and Environment Outlook to be launched in 2016, UNEP will provide information on gender and environmental management for utilization by its stakeholders in policymaking and implementation. UNEP will improve access to information for improved decision-making at the global, regional and national levels, in line with Principle 10 of the Rio Declaration on Environment and Development. The participation of major groups and stakeholders in information needs assessments, generation and collection of data and information will be facilitated at the national and local levels. UNEP will draw on the expertise and networks of its partners, including developed and developing countries and organizations that are maintaining regional, national and thematic environmental information systems, to identify data gaps and build the capacity of stakeholders to better access, generate and use information in shaping decisions towards an equitable and sustainable development pathway.

Legislative mandates

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation
47/190	Report of the United Nations Conference on Environment and Development
S-19/2	Programme for the Further Implementation of Agenda 21
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
55/198	Enhancing complementarities among international instruments related to environment and sustainable development
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
60/1	2005 World Summit Outcome
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
62/98	Non-legally binding instrument on all types of forests
65/2	Outcome document of the High-level Review Meeting on the Implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

66/288	The future we want
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
67/251	Change of the designation of the Governing Council of the United Nations Environment Programme
67/293	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (subprogrammes 2 and 4)
67/294	New Partnership for Africa's Development: progress in implementation and international support
68/130	Policies and programmes involving youth
68/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
68/210	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
68/215	Report of the Governing Council of the United Nations Environment Programme on its first universal session and the implementation of section IV.C, entitled "Environmental pillar in the context of sustainable development", of the outcome document of the United Nations Conference on Sustainable Development
68/220	Science, technology and innovation for development
68/223	Culture and sustainable development
68/234	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Governing Council decisions

19/1	Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme
20/17	Views of the Governing Council on the report of the Secretary-General on environment and human settlements
SS.VI/1	Malmö Ministerial Declaration
SS.VII/5	Enhancing civil society engagement in the work of the United Nations Environment Programme

22/7	Engaging business and industry
22/18	Civil society
	III: Long-term strategy for sport and the environment
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
SS.X/2	Sustainable development of the Arctic region
23/10	Poverty and the environment
23/11	Gender equality in the field of the environment
24/6	Small island developing States
25/6	Long-term strategy on engagement and involvement of young people in environmental issues
25/9	South-South cooperation in achieving sustainable development
25/16	Support to Africa in environmental management and protection
27/2	Implementation of paragraph 88 of the outcome document of the United Nations Conference on Sustainable Development
27/11	State of the environment and contribution of the United Nations Environment Programme to meeting substantive environmental challenges
27/13	Proposed medium-term strategy for the period 2014-2017 and biennial programme of work and budget for 2014-2015

Subprogramme 1
Climate change

General Assembly resolutions

67/208	International cooperation to reduce the impact of the El Niño phenomenon
67/215	Promotion of new and renewable sources of energy
68/212	Protection of global climate for present and future generations of humankind

Governing Council decisions

22/3	Climate and atmosphere
	I: Adaptation to climate change
	II: Intergovernmental Panel on Climate Change
27/10	Climate Technology Centre and Network

Subprogramme 2
Disasters and conflicts

General Assembly resolutions

53/242	Report of the Secretary-General on environment and human settlements
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
63/217	Natural disasters and vulnerability
68/36	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control
68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
68/102	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
68/103	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
68/206	Oil slick on Lebanese shores
68/211	International Strategy for Disaster Reduction

Governing Council decisions

22/1	Early warning, assessment and monitoring
	IV: Post-conflict environmental assessments
	V: Environment in the Occupied Palestinian Territories
22/8	Further improvement of environmental emergency prevention, preparedness, assessment, response and mitigation
SS.XI/2	United Nations Environment Programme support for Haiti: strengthening environmental response in Haiti
23/7	Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early warning systems in the aftermath of the Indian Ocean tsunami disaster
23/11	Gender equality in the field of the environment (para. 10)
25/12	Environmental situation in the Gaza Strip
26/15	Strengthening international cooperation on the environmental aspects of emergency response and preparedness

Subprogramme 3

Ecosystem management

General Assembly resolutions

58/217	International Decade for Action, "Water for Life", 2005-2015
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
67/205	Towards the sustainable development of the Caribbean Sea for present and future generations
68/70	Oceans and the law of the sea
68/71	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
68/205	World Wildlife Day
68/209	Agricultural technology for development
68/213	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
68/214	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
68/216	Harmony with Nature
68/217	Sustainable mountain development
68/231	International Year of Pulses, 2016
68/232	World Soil Day and International Year of Soils
68/233	Agriculture development, food security and nutrition

Governing Council decisions

20/25	Freshwater
21/28	Further development and strengthening of regional seas programmes: promoting the conservation and sustainable use of the marine and coastal environment, building partnerships and establishing linkages with multilateral environmental agreements
21/29	Establishment of a regional seas programme for the Central-East Pacific region
22/1	Early warning, assessment and monitoring
	II: Global assessment of the state of the marine environment
	III: World Conservation Monitoring Centre

22/2	Water
	II: Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
	III: Regional Seas Programme
	IV: Coral reefs
	V: Marine safety and protection of the marine environment from accidental pollution
22/5	Enhancing the role of the United Nations Environment Programme on forest-related issues
24/16	Updated water policy and strategy of the United Nations Environment Programme
	A: Freshwater
	B: Coasts, oceans and islands
26/14	Global Environment Monitoring System Water Programme
26/16	Promoting South-South cooperation on biodiversity for development
27/3	International water quality guidelines for ecosystems
27/4	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
27/6	Oceans

Subprogramme 4
Environmental governance

General Assembly resolutions

59/237	United Nations Decade of Education for Sustainable Development
64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
67/7	Cooperation between the United Nations and the Central European Initiative
67/10	Cooperation between the United Nations and the Eurasian Economic Community
67/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
67/14	Cooperation between the United Nations and the Economic Cooperation Organization
67/249	Cooperation between the United Nations and the Caribbean Community
67/302	Cooperation between the United Nations and the African Union
67/303	Cooperation between the United Nations and the Pacific Islands Forum

68/213	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
68/214	Implementation of the Convention on Biological Diversity and its contribution to sustainable development

Governing Council decisions

20/18	Environmental conventions
21/1	Land degradation: support for the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
21/8	Biosafety
21/23	Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
21/27	Compliance with and enforcement of multilateral environmental agreements
SS.VII/1	International environmental governance
SS.VII/4	Compliance with and enforcement of multilateral environmental agreements
22/17	Governance and law
	I: Follow-up to General Assembly resolution 57/251 on the report of the seventh special session of the United Nations Environment Programme Governing Council/Global Ministerial Environment Forum
	II: Implementation of the Programme for the Development and Periodic Review of Environmental Law by the First Decade of the Twenty-first Century (Montevideo Programme III)
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	II: Strengthening the scientific base of the United Nations Environment Programme
SS.XI/5	Environmental law
	A. Guidelines for the Development of National Legislation on Access to Information, Public Participation and Access to Justice in Environmental Matters
	B. Guidelines for the Development of Domestic Legislation on Liability, Response Action and Compensation for Damage Caused by Activities Dangerous to the Environment
SS.XII/3	International environmental governance

24/11	Intensified environmental education for achieving policy goals and targets
25/11	Environmental law
	I. Fourth Programme for the Development and Periodic Review of Environmental Law
27/5	Coordination across the United Nations system, including the Environment Management Group
27/9	Advancing justice, governance and law for environmental sustainability

Subprogramme 5
Chemicals and waste

General Assembly resolutions

68/73	Effects of atomic radiation
68/208	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea
68/218	The role of the international community in averting the radiation threat in Central Asia

Governing Council decisions

SS.IX/1	Strategic approach to international chemicals management
SS.XII/4	Consultative process on financing options for chemicals and wastes
SS.XII/5	Enhancing cooperation and coordination within the chemicals and wastes cluster
24/4	Prevention of illegal international trade
25/5	Chemicals management, including mercury
27/12	Chemicals and waste management

Subprogramme 6
Resource efficiency and sustainable consumption and production

General Assembly resolutions

60/190	Global Code of Ethics for Tourism
67/223	Promotion of ecotourism for poverty eradication and environment protection
68/207	Sustainable tourism and sustainable development in Central America

Governing Council decisions

20/29	Policy and advisory services of the United Nations Environment Programme in key areas of economics, trade and financial services
21/14	Trade and environment
27/7	Work by the United Nations Environment Programme on sustainable consumption and production
27/8	Green economy in the context of sustainable development and poverty eradication

Subprogramme 7
Environment under review

General Assembly resolutions

60/47	Question of Antarctica
67/113	International cooperation in the peaceful uses of outer space
68/215	Report of the Governing Council of the United Nations Environment Programme on its first universal session and the implementation of section IV.C, entitled "Environmental pillar in the context of sustainable development", of the outcome document of the United Nations Conference on Sustainable Development (paras. 10 and 11)

Governing Council decisions

22/1	Early warning, assessment and monitoring
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	II: Strengthening the scientific base of the United Nations Environment Programme
SS.X/5	Global Environment Outlook: environment for development
SS.XII/6	World environmental situation
24/1	Implementation of decision SS.VII/1 on international environmental governance
	III: Strengthening the scientific base of the United Nations Environment Programme
24/11	Intensified environmental education for achieving policy goals and targets

Programme 12

Human settlements

Overall orientation

12.1 The United Nations Human Settlements Programme (UN-Habitat) serves as the focal point for the implementation of the human settlements programme within the United Nations system. The mandate of UN-Habitat derives from the Habitat Agenda, adopted by the United Nations Conference on Human Settlements (Habitat II) in Istanbul, Turkey, in 1996. The twin goals of the Habitat Agenda are adequate shelter for all and sustainable human settlements development in an urbanizing world. The UN-Habitat mandate is also derived from General Assembly resolution 3327 (XXIX), by which the Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, by which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly transformed the United Nations Centre for Human Settlements (Habitat) into UN-Habitat, and the Commission on Human Settlements into the Governing Council of UN-Habitat.

12.2 The mandate of UN-Habitat is further derived from other internationally agreed development goals, including those contained in the United Nations Millennium Declaration (General Assembly resolution 55/2), in particular the target on achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020; and the target on water and sanitation of the Plan of Implementation of the World Summit on Sustainable Development, which seeks to halve, by the year 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation.

12.3 Through its resolution 24/15 of 19 April 2013, the Governing Council of UN-Habitat approved a six-year strategic plan for the period 2014-2019, which will be implemented through three successive biennial strategic frameworks and programme budgets, for 2014-2015, 2016-2017 and 2018-2019. The strategic direction of the framework would be derived from the post-2015 development agenda, once approved by the General Assembly, and from the outcome of the Third United Nations Conference on Housing and Sustainable Urban Development (Habitat III), scheduled to take place in 2016.

12.4 Cities are facing unprecedented demographic, environmental, economic, social and spatial challenges. There has been a phenomenal shift towards urbanization, with more than 50 per cent of humanity now living in urban areas and 6 out of every 10 people in the world expected to be residing in urban areas by 2030. In the absence of effective urban planning, one of the most significant challenges today and in the next few decades is how to address the housing, water supply and sanitation needs of the rapidly urbanizing population.

12.5 Climate change, a significant environmental challenge, poses a serious threat to sustainable urbanization, with cities contributing significantly to global warming and up to 70 per cent of the world's total greenhouse gas emissions. Experience shows that most cities of developing countries lack the capacity to formulate and implement climate change mitigation and adaptation measures, or to build the resilience necessary for effectively responding to climate change-related and other disasters.

12.6 Waste management and sanitation is another major environmental concern. Managing the built environment while coping with environmental pollution and degradation has become a major challenge in the cities of developed countries and an overwhelming one for many cities in the developing world, with fewer than 35 per cent of them able to treat their wastewater.

12.7 Owing to the global economic crisis that started in 2008, urbanization is taking place within the context of a relatively weakened global economy, with reduced investment prospects in some parts of the world. The slump in economic growth could adversely affect slum upgrading and prevention programmes, urban renewal and poverty-reduction initiatives, which traditionally rank low in priority and seriously threaten the possibility of achieving the targets of the Millennium Development Goals. However, some countries, including many in Africa, have experienced positive economic growth in recent years, thus opening up opportunities for planned urbanization to contribute significantly to sustainable development.

12.8 Social challenges reflect the impacts of the demographic, economic and possibly environmental factors and include increasing levels of poverty within urban areas, the proliferation of slums, increasing levels of inequality and rising crime rates. Although urbanization brings with it many problems, it also offers many opportunities for the diversification of strategies to mitigate and adapt to climate change, especially through urban planning and design.

12.9 In addressing the above challenges in line with the strategic plan, UN-Habitat will implement its programme of work through its thematic branches and regional offices. In that respect, the thematic branches and regional offices that are coordinated by the Programme Division will implement the following seven subprogrammes:

(a) Subprogramme 1: Urban legislation, land and governance;

(b) Subprogramme 2: Urban planning and design;

(c) Subprogramme 3: Urban economy;

(d) Subprogramme 4: Urban basic services;

(e) Subprogramme 5: Housing and slum upgrading;

(f) Subprogramme 6: Risk reduction and rehabilitation;

(g) Subprogramme 7: Research and capacity development.

12.10 The main strategies that UN-Habitat and partners will employ in addressing the human settlements and urbanization challenges include advocacy efforts to raise awareness on sustainable urbanization issues; providing evidence-based policy advice; building capacities; developing tools, norms and standards based on best practices; implementing demonstration projects; and providing assistance to Governments, local authorities and other public institutions responsible for urban issues. Through its outreach and communications strategy, UN-Habitat will complement those efforts in order to increase public knowledge and strengthen existing partnerships.

12.11 Subprogramme 1, Urban legislation, land and governance, will provide policy and operational support to Governments and cities with respect to governance, legislation and land. Building on the experience of the Global Land Tool Network and in partnership with local government organizations, UN-Habitat will address existing urban land problems and opportunities as requested by member States and also support the development of adequate legislation and governance models for inter-municipal cooperation. In addition, it will promote the international guidelines on decentralization and strengthening of local authorities and on access to basic services for all, as well as social inclusion and participation.

12.12 Subprogramme 2, Urban planning and design, will provide city and national governments with a set of tested approaches, guidelines and tools to support the management of growth and improved sustainability, efficiency and equity of cities through planning and design at different scales, that is, the slum and neighbourhood, city, regional, national and supranational scales. This subprogramme will also focus on how urban planning and design can enhance climate change mitigation and adaptation action. Special attention will be paid to promoting, within the context of decentralization and multilevel governance, a number of critical principles, such as optimizing the population and economic density of urban settlements and, where appropriate, mixed land use, diversity and better connectivity.

12.13 Subprogramme 3, Urban economy, will promote urban strategies and policies that strengthen the capacity of cities to realize their potential as engines of economic development and also enhance their contribution to employment and wealth creation. The subprogramme will, in particular, contribute to the formulation and implementation of effective urban strategies and policies supportive of local economic development, the creation of decent and productive urban jobs and livelihoods, especially for young people, and enhanced municipal finance. UN-Habitat will work on implementation of the outcome of the United Nations Conference on Sustainable Development regarding the issue of sustainable development and poverty eradication, as applicable to urban development.

12.14 Subprogramme 4, Urban basic services, will place emphasis on strengthening policies and institutional frameworks for expanding access to urban basic services, specifically targeted at the urban poor. Policy and technical assistance will be provided to partner countries and local authorities. The subprogramme will have four programmatic clusters, namely: (a) water and sanitation; (b) urban waste management; (c) urban mobility; and (d) urban energy.

12.15 Subprogramme 5, Housing and slum upgrading, will advocate a twin-track approach that focuses on improving the supply and affordability of new housing through the supply of serviced land and housing opportunities at scale, which can curb the growth of new slums, alongside implementing citywide and national slum-upgrading programmes that can improve housing conditions and quality of life in existing slums.

12.16 Subprogramme 6, Risk reduction and rehabilitation, will engage in both reducing urban risk and responding to urban crises through its Resilient Cities Programme and Settlements Recovery Programme. The subprogramme will address crisis-affected cities in terms of both disaster prevention and disaster response.

12.17 Subprogramme 7, Research and capacity development, will report the results of global monitoring and assessment to Governments and Habitat Agenda partners through the *World's Cities Report*. It will publish official statistics globally through the Urban Indicators Programme and support the production of local urban knowledge. The subprogramme will provide expertise in developing institutional and individual capacities.

12.18 In implementing the subprogrammes, UN-Habitat will continue to use the matrix structure in which each branch works closely with the four regional offices that play a critical role in implementing programmes and projects at the country and regional levels, under the Programme Division, which also integrates the operational and normative work. The delivery of the UN-Habitat programme of work at the regional and country levels is led by the regional offices, taking into account national priorities. Regional offices will operate, where possible, within the United Nations Development Assistance Framework.

12.19 UN-Habitat will continue to implement an advocacy, outreach and communications strategy supporting the dissemination of the normative and technical work, in order to strengthen the corporate image and positioning of the programme, increase outreach and disseminate key messages to enhance global awareness and sensitization on sustainable urbanization issues. Habitat III, the biennial World Urban Forum, the World Urban Campaign, World Habitat Day and awards programmes, as well as national urban forums and national urban campaigns, are some of the key global advocacy platforms on human settlement issues and for cooperation with Governments and Habitat Agenda partners.

12.20 In order to address the disparities between men and women in decision-making at all levels and the differences in access to land and housing, UN-Habitat will assess the gender implications of all planned normative and operational programmes, and work with the Advisory Group on Gender Issues to enhance gender sensitive interventions and policies that support women. Moreover, UN-Habitat, through the Programme Division, will continue to mainstream three other cross-cutting issues, namely, youth, human rights and climate change, throughout the seven subprogrammes, and ensure that those issues are incorporated into the design and implementation of all policies, knowledge management tools and operational activities. The Project Advisory Group will ensure that the cross-cutting issues are consistently and systematically incorporated into all project documents, including those to be implemented in countries that are not beneficiaries of operational activities for development of the United Nations system.

12.21 During the 2016-2017 biennium, UN-Habitat will continue to strengthen results-based management in line with Governing Council resolution 24/15. To strengthen programmatic coherence and alignment in programme implementation and ensure that all organizational units, including regional offices, are delivering the approved work programme, UN-Habitat will hold annual programming retreats aimed at developing an organization-wide annual workplan. UN-Habitat will continuously track the progress made in implementing the strategic plan and the work programme and budget through the project accountability and accrual system, and report back through the annual progress report. UN-Habitat will undertake evaluations on three levels: corporate evaluations of strategic significance, programme and project evaluations, and self-evaluations of all projects that will have closed during the biennium. Other specific evaluations, including impact evaluations, will be prioritized and conducted as planned. The programme of work will also incorporate lessons learned, best practices and the conclusions and recommendations of the sessions of the World Urban Forum as adopted by the General Assembly. Special efforts will be made to promote North-South and South-South cooperation and the exchange of experiences, as well as triangular cooperation.

12.22 Acting as the Habitat III secretariat, UN-Habitat will provide substantive support to intergovernmental negotiations on the outcome document of Habitat III, to be entitled, if agreed by Member states, "New Urban Agenda", at both the regional and global levels. This will include finalization of Habitat III regional reports on progress in the implementation of the Habitat Agenda and other international goals and targets relevant to housing and sustainable urban development. The reports will synthesize the findings of Habitat III national reports. A global report synthesizing the findings and conclusions of regional reports will also be finalized by the Habitat III secretariat during the biennium 2016-2017. UN-Habitat will support the organization of the third and final meeting of the Preparatory Committee for Habitat III. Finally, the Habitat III secretariat will provide substantive and logistical support to the organization and servicing of the Habitat III Conference itself, especially the preparation of the final Habitat III outcome document.

12.23 In executing its programme of work, UN-Habitat will cooperate and collaborate with United Nations funds, agencies and programmes and work closely with Governments, local authorities, international financial institutions, regional development banks, public-private partnerships, academic and research institutions and many other Habitat Agenda partners, in line with its partnership strategy.

Subprogramme 1
Urban legislation, land and governance

Objective of the Organization: To foster equitable sustainable urban development through the formulation and adoption of enabling legislation, increased access to land and the strengthening of systems of decentralized governance for improved safety and service delivery

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of local and national governments and other Habitat Agenda partners to implement urban legislation in the areas of urban extension, densification, urban planning and finance	(a) Increased number of consultative legal reform processes to improve urban extension, densification, urban planning and finance, with the technical support of UN-Habitat
(b) Increased capacity of partner local and national governments and other Habitat Agenda partners to implement programmes that improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people	(b) Increased number of programmes to improve security of tenure for all, including for vulnerable groups, women, youth and indigenous people, implemented by partner local and national governments and other Habitat Agenda partners
(c) Increased capacity of partner local and national governments and other Habitat Agenda partners to develop and adopt or adapt policies, plans and strategies that strengthen decentralized governance and inclusive urban management and safety	(c) (i) Increased number of partner local and national governments and other Habitat Agenda partners that have developed guidelines that take into account the guidelines on decentralization and access to basic service for all
	(ii) Increased number of partner local and national governments that have adopted local crime prevention strategies

Strategy

12.24 The expected accomplishments will be achieved through global advocacy efforts; the provision of upstream policy advice in the areas of urban legislation, land, governance and safety; the formation of partnerships with Habitat Agenda partners; and the development of the capacity of local and national governments in the use of tools, methodologies and approaches. The strategy for achieving the expected accomplishments is as follows:

(a) In terms of urban legislation, UN-Habitat will focus on supporting local and national governments and Habitat Agenda partners in utilizing specific methodologies for legal assessments and reform in core areas such as land, planning and decentralization, with a view to developing a substantial portfolio of country-level projects through the provision of such services. This will be supported by the Urban Law Database, which will contain a collection of relevant, innovative and current legislation and will be utilized to support peer-to-peer exchange and learning through comparative analysis and study. UN-Habitat will be supporting the implementation of national urban policies and planned city extension and densification exercises;

(b) With regard to land, the Global Land Tool Network and its 60 partners will be the key vehicles for the achievement of the expected accomplishments. At the global, regional and national levels, advocacy for the continuum of land, targeting national and local governments and Habitat Agenda partners, will continue in order to support their endorsement and application. Tools will also be developed to support city extension/densification and other in-demand exercises and capacity development and partnership support for the regional, national or local government entities applying them. Significant country-level work to improve tenure security and access to land will be conducted through phase II of the Global Land Tool Network, which started in 2012;

(c) In the area of governance and safety, global, national and local advocacy will continue to focus on enabling effective and collaborative forms of multilevel governance that empower cities and human settlements and build dialogue between spheres of government. At the national and local levels, UN-Habitat will support governments and Habitat Agenda partners in applying capacity assessment and development tools in the areas of inter-municipal cooperation; the Global Network on Safer Cities and operational joint programmes on women and girls' safety will be key vehicles to strengthen urban safety through a city-led, multisectoral and multi-stakeholder approach;

(d) Regarding cross-cutting issues, a key focus will be put on youth, especially concerning land, governance and safety. Gender equality will be advanced through specific projects on the empowerment of women.

Subprogramme 2
Urban planning and design

Objective of the Organization: To improve policies, plans and designs for more compact, socially inclusive, better integrated and connected cities that foster sustainable urban development and are resilient to climate change

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved national urban policies or spatial frameworks for compact, integrated and connected, socially inclusive cities adopted by partner metropolitan, regional and national authorities	(a) Increased number of partner metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected, socially inclusive cities
(b) Improved policies, plans and designs for compact, integrated and connected, socially inclusive cities and neighbourhoods adopted by partner cities	(b) Increased number of partner cities that have adopted and implemented policies, plans or designs for compact, integrated and connected, socially inclusive cities and neighbourhoods
(c) Improved policies, plans and strategies that contribute to the mitigation of and adaptation to climate change adopted by partner city, regional and national authorities	(c) Increased number of partner city, regional and national authorities that have adopted and implemented policies, plans or strategies that contribute to climate change mitigation and adaptation

Strategy

12.25 The strategy for achieving the expected accomplishments is as follows:

(a) Promoting, within the context of decentralization and multilevel governance and through multi-stakeholder processes, a number of critical principles, such as optimizing the population and economic density of urban settlements, where appropriate, ensuring mixed land use, diversity, better social capital, innovation and improved connectivity in order to take advantage of agglomeration of economies and to minimize mobility demand. In particular, the new approach will emphasize the need to plan in advance for urban population growth, on a scale commensurate with the challenges faced, in a phased approach and with a view to fostering job creation and the development of social capital. Particular attention will be paid to harnessing synergies derived from integrating land use and transportation system planning;

(b) Improving urban planning and design at the national, regional and local levels will be operationalized within the framework of decentralization, as broadly provided for by the international guidelines on decentralization and the strengthening of local authorities and other key UN-Habitat documents;

(c) Developing, at the regional and global levels, a set of tested approaches, guidelines, frameworks and tools to support the management of growth and improved sustainability, efficiency and equity of cities through national urban policies, planning and design on various scales, including slum and neighbourhood, city, regional, national and supranational scales;

(d) Developing capacity at the local, national and global levels, supported by dedicated strategies and programmes, including human resources development, tool development, organizational development and institutional strengthening components. Particular attention will be placed on strengthening collaboration with planning schools, urban planning associations and local government organizations;

(e) Performing a catalytic role by reinforcing existing partnerships, and establishing new strategic partnerships with agencies of the United Nations system and with non-governmental organizations, educational establishments, scientific institutions and professional bodies.

Subprogramme 3
Urban economy

Objective of the Organization: To improve urban strategies and policies that promote inclusive economic development, sustainable livelihoods and enhanced municipal finance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of partner cities to adopt strategies supportive of inclusive economic growth	(a) (i) Increased number of partner cities that prepared local economic development plans (ii) Increased number of partner cities that set priorities based on local economic assessment
(b) Enhanced capacity of partner cities to adopt urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women	(b) Increased number of partner cities that have adopted urban policies or programmes supportive of improved employment and sustainable livelihoods with focus on urban youth and women, displaced populations, the disabled community and other vulnerable populations
(c) Improved capacity of partner cities to implement plans or strategies for improved urban and municipal finance	(c) Increased number of partner cities that have implemented plans or strategies for improved urban and municipal finance

Strategy

12.26 The subprogramme promotes local, regional and national authorities to adopt or implement inclusive policies and strategies that are supportive of local economic development, the creation of equitable economic opportunities for all, particularly young men and women and vulnerable groups, and improved municipal finance. The strategy for achieving the expected accomplishments is as follows:

(a) Sharing knowledge and good practices on city-specific policies, strategies and tools for achieving inclusive and sustainable economic growth in cities; raising awareness among mayors, city managers and urban professionals of the economic benefits of good urban form, and providing technical tools and advisory services on spatial economic analysis to support planning decisions and urban and economic development projects; and creating, through training and coaching, a community of local economic development practitioners to facilitate knowledge-sharing and the capacity-building of local governments in local economy assessment, planning and implementation;

(b) Improving the quality and impact of one-stop centres through advisory and capacity-building services that are focused on providing content development, innovations, benchmarking and upscaling, and on linking skills development to labour market surveys and local economic development initiatives; expanding and diversifying the resource base of the Urban Youth Fund by supporting the establishment of national windows and fostering partnerships, with special focus on the governance and employment streams; establishing an alumni network among Urban Youth Fund recipients; increasing the capacity of youth groups, non-governmental organizations and local authorities to mainstream the youth agenda into urban development policies, strategies and programmes using lessons, models and insights derived from operational projects; and raising awareness among all relevant stakeholders about emerging key urban youth issues through the UN-Habitat State of Urban Youth Report;

(c) Building the technical and institutional capacity of local authorities, particularly in Africa, to implement necessary institutional and legal reforms to generate additional revenue through innovative endogenous instruments; mainstreaming urban economy issues into national economic development planning processes; and providing capacity-building support to national Governments for scaling up the application of innovative urban and municipal financing instruments.

Subprogramme 4
Urban basic services

Objective of the Organization: To increase equitable access to urban basic services and the standard of living of the urban poor

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved policies and guidelines on equitable access to sustainable urban basic services implemented by partner local, regional and national authorities	(a) Increased number of partner local, regional and national authorities implementing institutional and legislative frameworks for increasing equitable access to urban basic services, the international guidelines on decentralization and the guidelines on access to basic services for all
(b) Enhanced enabling environment for promoting investments in urban basic services in partner countries with a focus on the urban poor	(b) Increased amount and impact of investments into urban basic services catalysed by UN-Habitat programmes in partner countries
(c) Increased coverage of sustainable urban basic services in targeted communities	(c) (i) Increased number of people in targeted communities with access to sustainable water and sanitation services as a result of UN-Habitat interventions

	(ii) Increased number of people in targeted communities with access to sustainable energy supply as a result of UN-Habitat interventions
	(iii) Increased number of people in targeted communities with access to sustainable modes of transport as a result of UN-Habitat interventions

Strategy

12.27 A key focus of subprogramme 4 is on supporting local, regional and national authorities responsible for urban and human settlements issues in developing and implementing policies for increasing equitable access to urban basic services and improving the standard of living of the urban poor. The strategy for achieving the expected accomplishments is as follows:

(a) Regarding access to sustainable urban basic services, the subprogramme will support local, regional and national authorities in strengthening their legislative and institutional frameworks for the expansion of equitable access to urban basic services. Efforts will focus on advocacy and networking on basic services to contribute to the post-2015 development agenda, as and when approved by the General Assembly, through collaboration with the United Nations inter-agency coordination mechanisms on water resources and energy (UN-Water and UN-Energy), the technical working group of the Secretary-General on transport, regional economic commissions and intergovernmental bodies. Support will also be given to national and subnational policy and sector reform processes to develop and implement pro-poor policies. To achieve this, the subprogramme will strengthen its involvement in the development of country support strategies through active engagement with other United Nations partners. The subprogramme will also support the implementation of the international guidelines on decentralization and the guidelines on access to basic services for all, and the development and dissemination of toolkits, standards and guidelines as valuable tools for expanding access to urban basic services;

(b) To increase the flow of investments into urban basic services, the subprogramme will build a broad range of innovative, strategic partnerships, especially those with regional development banks, regional economic commissions and the private sector. Existing partnerships with the regional development banks will be strengthened to provide pre-investment support and technical assistance to partner countries. It will also continue to strengthen its work with the private sector to channel financial support to expand access to urban basic services. Pro-poor financing mechanisms will be developed to mobilize support for the poor and vulnerable groups;

(c) Regarding the use of sustainable urban basic services, the subprogramme will support programmes and projects aimed at enhancing the use of sustainable urban basic services in partner cities. A rights-based approach will be promoted to enhance effective collaboration between duty bearers and rights holders in improving access to basic services. It will continue its support to the Special

Rapporteur on the human right to safe drinking water and sanitation to ensure that those services are available, accessible, safe, acceptable and affordable for all without discrimination. Consumers and users of urban basic services will also be engaged to promote sustainable consumption practices through awareness and education programmes.

Subprogramme 5
Housing and slum upgrading

Objective of the Organization: To improve access to sustainable adequate housing, improve the standard of living in slums and curb the growth of new slums in an inclusive manner

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved housing policies, strategies or programmes in line with the Global Housing Strategy principles and the promotion of the realization of the right to adequate housing as a component of the right to an adequate standard of living	(a) (i) Increased number of partner countries that are implementing improved housing policies, strategies or programmes in line with the Global Housing Strategy principles (ii) Increased number of partner countries that are implementing frameworks or programmes preventing unlawful forced evictions (iii) Increased number of partner countries that are implementing sustainable building codes, regulations or certification tools
(b) Improved slum upgrading and prevention policies, strategies or programmes	(b) (i) Increased number of partner countries that are formulating improved slum upgrading and prevention policies or strategies (ii) Increased number of partner countries that are implementing sustainable and participatory slum upgrading and prevention programmes
(c) Enhanced capacity of slum communities to advocate on their own behalf and partner with national and local authorities implementing policies or programmes on access to adequate housing and improved standard of living in slums	(c) (i) Increased community representation in coordinating bodies of partner countries, such as the national Habitat committees (ii) Increased number of communities in partner countries that are empowered to lead and implement initiatives

Strategy

12.28 In 2013, the Governing Council adopted the Global Housing Strategy framework aimed at assisting Member States in working towards the realization of the right to adequate housing as a component of the right to an adequate standard of living, particularly on reducing unlawful forced evictions. The strategy for achieving the expected accomplishments will be as follows:

(a) The improvement of housing policies, strategies and programmes will be done through the provision of policy advice, technical support and capacity development to national and local authorities in their efforts to develop housing strategies based on the principles and guidelines provided by the Global Housing Strategy. The strategies will also include the promotion of increased access to adequate housing, slum upgrading and prevention, and community development through five cross-cutting strategies: advocacy; knowledge management; policy advice; capacity development at the national and local levels; and support for the implementation of operational activities. Furthermore, support will be given to countries to translate their strategies into programmes and develop and implement their sustainable building codes;

(b) In partnership with the political support of the African, Caribbean and Pacific Countries secretariat, UN-Habitat will support the implementation of slum upgrading and prevention policies, strategies or programmes through the participatory slum upgrading programme, in African, Caribbean and Pacific countries. Lessons learned and capacity built will be leveraged for an upscaling at the community, city and national levels, globally. UN-Habitat will provide policy advice, technical assistance and capacity development to support national and local authorities in developing slum upgrading and prevention policies, strategies and programmes to address one or more of the slum deprivations related to livelihoods, and particularly the living standards of women, children and youth. UN-Habitat, utilizing its urban profiling methodology, will support country teams in diagnosing the slum conditions in selected cities, undertake policy reviews and, through participatory processes, develop and implement citywide slum upgrading strategies and interventions;

(c) UN-Habitat will cooperate with partner national authorities in facilitating the participation of slum communities in relevant coordinating bodies in this area, such as the national Habitat committees. Furthermore, UN-Habitat will enhance its cooperation with local, regional and national partners with the purpose of increasing ownership of all actors aimed at sustaining continued efforts, the upscaling of housing and slum upgrading and prevention initiatives.

Subprogramme 6
Risk reduction and rehabilitation

Objective of the Organization: To increase the resilience of cities to the impacts of natural and human-made crises and undertake rehabilitation in ways that advance sustainable urban development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved urban risk-reduction policies, strategies and programmes adopted for greater resilience of cities and other human settlements	(a) Increased number of partner local, regional and national governments that have included urban risk reduction and management in their plans
(b) Improved settlements recovery and reconstruction interventions for long-term sustainability in cities and other human settlements	(b) Increased percentage of partner cities and other human settlements that have implemented sustainable urban reconstruction programmes including risk reduction
(c) Improved shelter and related infrastructure rehabilitation programmes in crisis responses contributing to sustainable and resilient cities and other human settlements	(c) Increased percentage of shelter rehabilitation programmes that are contributing to disaster-resilient permanent housing

Strategy

12.29 The subprogramme will support the increase of resilience of cities to the impacts of natural and human-made disasters, and undertake recovery and rehabilitation in ways that advance sustainable urban development. The strategy for achieving the expected accomplishments is as follows:

(a) Facilitating coordination and supporting implementation of urban risk reduction, settlements recovery and shelter rehabilitation work through the provision of technical support to field operations, regional offices and other thematic branches of the agency; generating knowledge, lessons learned, tools, guidelines and policy; and contributing to inter-agency cooperation, partnerships and networking for emergency interventions linked to long-term technical and capacity-building support for countries facing or recovering from crisis to improve efficiency and facilitate early recovery;

(b) Providing substantive inputs to promote sustainable settlement recovery and reconstruction; maximizing the use of humanitarian funding to catalyse early recovery; and collaborating with humanitarian agencies and United Nations country teams to link humanitarian action to development planning processes at all levels;

(c) Facilitating the design and implementation of sustainable and equitable disaster risk reduction programmes for the Hyogo Framework for Action; promoting the development of appropriate legal and regulatory frameworks related to human settlements, addressing equitable land rights, security of tenure, long-term economic revitalization and local economic development, the provision of basic infrastructure, strategic land use planning and the restoration of urban environments; and promoting all post-crisis programming and projects associated with the urban risk reduction, settlement recovery and shelter rehabilitation projects to integrate gender responsive, youth-aware, environmentally friendly and rights-based approaches in strategic, incremental and capacity-development oriented activities designed with long-term goals.

Subprogramme 7
Research and capacity development

Objective of the Organization: To improve knowledge on sustainable urbanization issues and capacity for the formulation and implementation of evidence-based policies and programmes at the local, national and global levels

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring of urban conditions and trends	(a) (i) Increased number of urban observatories using UN-Habitat monitoring tools, methods and data
	(ii) Number of partner national statistical offices producing urban data and indicators
(b) Improved knowledge of sustainable urbanization issues at the local, national and global levels	(b) (i) Number of local and national governments that have used UN-Habitat flagship publications and best practices database for policy formulation
	(ii) Increased number of partner countries producing national cities reports to enhance local and national policy planning
(c) Improved capacity of national and local authorities and partners to formulate evidence-based policies or programmes	(c) Increased number of partner national and local authorities and other Habitat Agenda partners that are formulating evidence-based policies or programmes

Strategy

12.30 The strategy for achieving the expected accomplishments is as follows:

(a) To improve the monitoring of urban conditions and trends, the subprogramme will specialize in a number of data and information, including the city prosperity index, streets and public space data, security of tenure, slums and income inequalities. The Urban Indicators Programme and the Urban Info Database System will be strengthened to contribute to preparations for Habitat III. A global sample of cities to be developed will include spatial data and new indicators to respond to emerging themes;

(b) To improve knowledge on sustainable urbanization issues, the subprogramme will analyse available data and information to generate knowledge and insights that can form a basis for improved policy formulation and implementation; publish and disseminate flagship documents on sustainable urban development issues; develop partnerships with knowledge centres, including research institutions and universities, with the aim of exchanging knowledge and experiences on sustainable urban development; promote dialogues with and among practitioners in Member States to harness field-based knowledge and experience; and engage in the preparations for Habitat III and follow up on its outcome;

(c) To improve the capacity of national and local authorities and partners to formulate evidence-based policies or programmes, the subprogramme will work with the Habitat University Network Initiative, the Korea IUTC project, the Cities Alliance Dissemination Strategy for the Quick Guides on Housing the Poor in Africa, and the World Urban Forum. Moreover, a UN-Habitat Urban Institute of Excellence will be established to provide tailored services to all Habitat Agenda partners.

Legislative mandates

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation
S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for Human Settlements (Habitat)
60/1	2005 World Summit Outcome
64/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/213	Fourth United Nations Conference on the Least Developed Countries
67/173	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
68/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Council resolutions, decisions and agreed conclusions

2003/62	Coordinated implementation of the Habitat Agenda
2011/6	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2011/21	Human settlements

Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/1	Youth and human settlements
20/7	Gender equality in human settlements development
20/15	Habitat Programme Managers and regional offices
21/2	Medium-term strategic and institutional plan for 2008-2013
23/1	Gender equality and empowerment of women in sustainable urban development
23/5	World Urban Forum
23/11	Work programme and budget of the United Nations Human Settlements Programme for the biennium 2012-2013
23/13	Governance of the United Nations Human Settlements Programme
24/4	Gender equality and women's empowerment to contribute to sustainable urban development
24/10	Urbanization and sustainable urban development in the post-2015 development agenda
24/13	Country activities by the United Nations Human Settlements Programme
24/15	Strategic plan for 2014-2019 and the work programme and budget of the United Nations Human Settlements Programme for the biennium 2014-2015

Subprogramme 1
Urban legislation, land and governance

Governing Council resolutions

20/16	Enhancing the involvement of civil society in local governance
20/18	Decentralization and strengthening of local authorities
21/3	Guidelines on decentralization and strengthening of local authorities
21/9	Women's land and property rights and access to finance

22/1	Third session of the United Nations Conference on housing and sustainable development
23/14	Sustainable urban development through policies for safer cities and urban crime prevention
23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
24/5	Pursuing sustainable development through national urban policies

Subprogramme 2
Urban planning and design

General Assembly resolutions

53/242	Report of the Secretary-General on environment and human settlements
63/281	Climate change and its possible security implication

Governing Council resolutions

19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/5	Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum dwellers
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals
20/20	Thirteenth session of the Commission on Sustainable Development
22/3	Cities and climate change
23/4	Sustainable urban development through access to quality urban public spaces
24/3	Inclusive and sustainable urban planning and elaboration of international guidelines on urban and territorial planning

Subprogramme 3
Urban economy

General Assembly resolutions

65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
67/215	Promotion of new and renewable sources of energy
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
67/289	The United Nations in global economic governance

Governing Council resolutions

22/4	Strengthening the development of urban young people
23/7	Urban youth development the next step
23/10	Future activities by the United Nations Human Settlements Programme in urban economy and financial mechanisms for urban upgrading, housing and basic services for the urban poor
24/11	Promoting sustainable urban development by creating improved economic opportunities for all, with special reference to youth and gender
24/12	Youth and sustainable urban development

Subprogramme 4
Urban basic services

General Assembly resolutions

58/217	International Decade of Action, "Water for Life", 2005-2015
65/153	Follow-up of the International Year of Sanitation, 2008
67/291	Sanitation for All

Governing Council resolutions

22/8	Guidelines on access to basic services for all
23/12	Coordinated implementation of the guidelines on access to basic services for all and the guidelines on decentralization and strengthening of local authorities
23/17	Sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure
24/2	Strengthening the work of the United Nations Human Settlements Programme on urban basic services

Subprogramme 5
Housing and slum upgrading

Governing Council resolutions

19/18	Human settlements development in the occupied Palestinian territories
21/7	Sustainable public-private partnership incentives for attracting large-scale private-sector investment in low-income housing
21/8	Africa fund/financing mechanism on slum prevention and upgrading

21/10	Strengthening the Habitat and Human Settlements Foundation: experimental financial mechanisms for pro-poor housing and infrastructure
22/1	Third session of the United Nations Conference on housing and sustainable development
23/3	Support for pro-poor housing
23/8	Third United Nations conference on housing and sustainable urban development
23/9	Global and national strategies and frameworks for improving the lives of slum-dwellers beyond the Millennium Development Goals target
23/16	Formulation of a global housing strategy
24/6	Supporting action for the creation of safer cities
24/7	Making slums history: a worldwide challenge
24/8	Regional technical support on sustainable housing and urban development including the Arab States Ministerial Forum on Housing and Urban Development
24/9	Inclusive national and local housing strategies to achieve the Global Housing Strategy paradigm shift
24/14	Inputs for and support to the preparatory process of the third United Nations conference on housing and sustainable urban development (Habitat III)

Subprogramme 6
Risk reduction and rehabilitation

General Assembly resolutions

59/239	Implementation of the outcome of the United Nations Conference on Human Settlements (HABITAT II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
61/200	Natural disasters and vulnerability
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/133	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
65/135	Humanitarian assistance, emergency relief, rehabilitation, recovery and reconstruction in response to the humanitarian emergency in Haiti, including the devastating effects of the earthquake

65/136	Emergency and reconstruction assistance to Haiti, Saint Lucia, Saint Vincent and the Grenadines and other countries affected by Hurricane Tomas
65/158	International cooperation to reduce the impact of the El Niño phenomenon
66/199	International Strategy for Disaster Reduction
67/231	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Governing Council resolutions

20/17	Post-conflict, natural and human-made disaster assessment and reconstruction
23/18	Natural disaster risk reduction, preparedness, prevention and mitigation as a contribution to sustainable urban development

Subprogramme 7
Research and capacity development

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
66/137	United Nations Declaration on Human Rights Education and Training

Programme 13

International drug control, crime and terrorism prevention and criminal justice

Overall orientation

13.1 The United Nations Office on Drugs and Crime (UNODC) works with Member States to enhance their responses to the interconnected problems of drug use, illicit drug trafficking, trafficking in human beings and firearms, transnational crime, corruption and terrorism. To achieve this, UNODC helps Member States to create and strengthen legislative, judicial and health systems to better safeguard their populations, especially the most vulnerable persons.

13.2 The cultivation, manufacture, trafficking and consumption of illicit drugs pose a major threat to the health, dignity and hopes of millions of people and their families and lead to the loss of human life. In order to deal with these issues more effectively, UNODC aims to assist Member States in their pursuit of a balanced approach to implementing the drug control conventions, helping them to develop and implement integrated strategies to improve the resistance of communities and individuals to drug use and drug trafficking. Recognizing that the world drug problem is a common and shared responsibility, UNODC assists Member States in developing common strategies that are in full conformity with the purposes and principles of the Charter of the United Nations and international law, and in particular with full respect for the sovereignty and territorial integrity of States, the principle of non-intervention in the internal affairs of States and all human rights and fundamental freedoms.

13.3 Global criminal activities pose a strategic threat to Governments, civil societies and economies. Global trafficking networks are likewise having a major impact on the rule of law, security and development and on business and finance. UNODC provides support to Member States to arrive at common strategies and tools to address these transnational threats.

13.4 Comprehensive legislation, effective international cooperation, public security, justice and a fair, accessible, accountable, effective and credible criminal justice system form the conceptual foundation for these joint responses. Furthermore, in this regard, the fight against the world drug problem is a common and shared responsibility, requiring an integrated, multidisciplinary, mutually reinforcing and balanced approach, and must be carried out in full conformity with the purposes and principles of the Charter of the United Nations and international law, and in particular with full respect for the sovereignty and territorial integrity of States, the principle of non-intervention in the internal affairs of States and all human rights and fundamental freedoms. Therefore, there must be a continued determination to overcome the world drug problem through the full and balanced application of national, regional and international strategies to reduce the demand for, the production of and trafficking in illicit drugs. A fair, accessible, accountable, effective and credible criminal justice system acts as a shield against the effects of crime, trafficking, corruption and instability. Development and the rule of law together promote the licit use of resources rather than their criminal abuse: trafficking in persons, trafficking in human organs and the smuggling of migrants, as well as illicit trafficking in endangered species of wild fauna and flora, cultural property, drugs and firearms.

13.5 Besides the foundational mandates, the policy directions of UNODC are grounded in: (a) the Millennium Declaration (see General Assembly resolution 55/2); (b) the twentieth special session of the General Assembly on countering the world drug problem; (c) the recommendations resulting from the 2005 World Summit Outcome (General Assembly resolution 60/1); (d) Economic and Social Council resolutions 2007/12 and 2007/19; and (e) the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, as adopted by the Commission on Narcotic Drugs at the high-level segment of its fifty-second session (United Nations publication, Sales No. E.10.XI.8).

13.6 The Office's work flows logically from these mandates and is reflected in its mission, which is "to contribute to the achievement of security and justice for all by making the world safer from drugs, crime and terrorism" (see E/CN.7/2007/14-E/CN.15/2007/5).

13.7 The Office has responded to the growing demand for its services, as well as a shrinking resource base for core programmatic support, by establishing an integrated mode of programme planning implementation and reporting. Essential to this approach is the development of country and regional programmes, which allow the Office to respond to the priorities of Member States in a more sustainable manner. These programmes leverage the normative and technical skills of the UNODC global programmes in specific geographic areas. Notably, this approach deepens the engagement with a wide cross-section of stakeholders from Member States, including academic, technical, political and civil society actors.

13.8 Human rights, peace and security and development are the three interlinked and mutually reinforcing pillars of the United Nations enshrined in the Charter. The Office will continue promoting a comprehensive response to drugs and crime, embracing both development and security, and taking a human rights-based approach to programming. The Office will strengthen its efforts to promote the implementation of United Nations standards and norms on crime prevention and criminal justice.

13.9 The main United Nations policymaking organs in matters of international drug control, crime prevention and criminal justice, which function as governing bodies of the Office, are the Commission on Narcotic Drugs and its subsidiary bodies and the Commission on Crime Prevention and Criminal Justice; UNODC also supports the International Narcotics Control Board and the United Nations Congress on Crime Prevention and Criminal Justice.

13.10 Each subprogramme falls within the current three-division organizational structure, which allows for the leveraging of complementarities and synergies.

13.11 In pursuing its objectives, UNODC will make every effort to mainstream gender concerns into its technical cooperation programme.

Subprogramme 1
Countering illicit drug trafficking and transnational organized crime

Objective of the Organization: To promote and support effective responses to transnational organized crime, illicit trafficking and illicit drug trafficking by facilitating the implementation at the normative and operational levels of the relevant United Nations conventions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased technical assistance implemented, at the request of Member States, aimed at promoting the ratification of the international drug control conventions and the United Nations Convention against Transnational Organized Crime and the Protocols thereto and at supporting Member States in the preparation of the United Nations General Assembly special session on the world drug problem and supporting Member States in the implementation of decisions emanating from the special session	(a) (i) Increased number of States parties ratifying the United Nations Convention against Transnational Organized Crime drawing on the assistance of UNODC (ii) Increased number of States parties ratifying the Protocols to the United Nations Convention against Transnational Organized Crime drawing on the assistance of UNODC (iii) Increased number of States parties ratifying the international drug control conventions with the assistance of UNODC
(b) Increased regional and international cooperation in combating transnational organized crime, illicit trafficking and illicit drug trafficking with the assistance of UNODC in accordance with its mandate	(b) (i) Increased number of regional initiatives maintained and/or developed to combat transnational organized crime and illicit trafficking through cooperation agreements facilitated and/or supported by UNODC (ii) Additional number of mechanisms established or strengthened through UNODC and within the context of its mandates with a view to promoting enhanced cooperation and information-sharing between criminal justice agencies within and across borders, including for transnational organized crime (iii) Enhanced coordination and cooperation among United Nations and other organizations that are members of the Inter-Agency Coordination Group against Trafficking in Persons as well as of the Group with other relevant international organizations

(c) Increased capacity of requesting Member States, with the assistance of UNODC, for effective action against transnational organized crime, including in the areas of illicit drug trafficking, money-laundering, trafficking in persons, trafficking in human organs and smuggling of migrants, illicit trafficking of firearms and emerging drug and specific crime issues	(c) (i) Increased number of countries in receipt of UNODC assistance for institutional strengthening and capacity-building in the areas of illicit trafficking, transnational organized crime, illicit firearms trafficking and firearms control, and illicit drug trafficking (ii) Additional Member States assisted by UNODC, upon request, in the fields of technical assistance and training on anti-money-laundering and countering the financing of terrorism (iii) Additional number of Member States drawing on the assistance of UNODC to adopt, adapt or review domestic legislation to implement the provisions of the legal instruments relating to drugs and crime, in particular the United Nations Convention against Transnational Organized Crime and its Protocols (iv) Number of additional legal and/or operational tools and good practices on transnational organized crime brokered and/or supported by UNODC

Strategy

13.12 Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. The objective will be achieved by:

(a) Promoting the ratification and implementation of the international instruments on drugs and organized crime and the protocols against trafficking in persons, smuggling of migrants and firearms, especially by providing policy advice at the global, regional and national levels, legal advisory and legislative support services and technical assistance to strengthen the criminal justice system; protecting the rights of victims and witnesses of crime and those of smuggled migrants; preventing crime; and facilitating international cooperation;

(b) Assisting Member States, upon request, in combating the manufacture, distribution and sale of substances that are subject to drug control laws, including through the provision of training and other technical assistance; coordinating and monitoring the follow-up of the mandates contained in the relevant resolutions and decisions of the treaty-based organs and governing bodies;

(c) Performing secretariat functions for the Conference of the Parties to the Convention against Transnational Organized Crime and the Protocols thereto, as well as for its established working groups;

(d) Collaborating with other relevant actors in accordance with their respective mandates, especially the institutes comprising the United Nations crime prevention and criminal justice network and intergovernmental organizations at the international, regional and subregional levels;

(e) Providing technical assistance to Member States, upon request, to enhance national justice systems and to implement programmes to combat organized crime and illicit trafficking, including trafficking in drugs and persons and smuggling of migrants and of firearms;

(f) Developing and disseminating manuals, toolkits, reports and issue papers to combat illicit drug trafficking and organized crime.

Subprogramme 2
Prevention, treatment and reintegration, and alternative development

Objective of the Organization: To reduce vulnerabilities to drug use and HIV/AIDS through prevention, treatment and reintegration activities within the community, in criminal justice systems, and among victims of human trafficking, as well as to strengthen alternative development, including, where appropriate, preventive alternative development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased application, with the support of UNODC and upon request of Member States, of measures to reduce the vulnerability to drug use and HIV/AIDS of people in the community, especially preventing mother-to-child transmission	(a) (i) Additional countries assisted by UNODC in implementing drug use prevention interventions in line with relevant international treaties and based on scientific evidence (ii) Additional countries assisted by UNODC in implementing drug dependence treatment, rehabilitation and social reintegration interventions in line with relevant international treaties and based on scientific evidence (iii) Additional countries assisted by UNODC in developing, adopting and implementing strategies and programmes on HIV/AIDS as related to drug users, particularly people who inject drugs
(b) Increased capacity of requesting Member States, with the assistance of UNODC, to reduce the vulnerability to drug use and HIV/AIDS of people in the criminal justice system	(b) (i) Additional countries assisted by UNODC in establishing and/or scaling up policies and programmes in relation to drug dependence in the criminal justice system, in line with relevant international treaties and based on scientific evidence

	(ii) Additional countries assisted by UNODC in developing, adopting and implementing HIV/AIDS prevention, treatment, care and support policies and programmes in the criminal justice system, in line with relevant international treaties and based on scientific evidence on "HIV prevention, treatment and care in prisons and other closed settings: a comprehensive package of interventions"
(c) Increased capacity of requesting Member States, with the assistance of UNODC, to help individuals, especially mothers and children, who might be or have been trafficked to be less vulnerable to drug use and HIV/AIDS	(c) Additional countries assisted by UNODC in developing, adopting and implementing evidence-informed, human rights-based and public health oriented policies and programmes on human trafficking in line with relevant international treaties and based on scientific evidence on prevention, treatment, care and support related to HIV/AIDS
(d) Increased capacity of requesting Member States, with the assistance of UNODC, to design, implement, monitor and evaluate sustainable crop control strategies through alternative development, including preventive alternative development, where appropriate	(d) Additional countries assisted by UNODC in developing and implementing sustainable illicit crop control strategies concurrent with national development programmes
(e) Improved capacity, with the assistance of UNODC and upon request of Member States, to implement the wildlife and forest crime analytic toolkit of the International Consortium on Combating Wildlife Crime	(e) Additional countries assisted by UNODC in implementing the wildlife and forest crime analytic toolkit of the International Consortium on Combating Wildlife Crime
(f) Improved capacity to provide, with the assistance of UNODC and upon request of Member States, sustainable livelihoods (basic social assistance) to populations vulnerable to drug dependence and crime as a result of social and economic marginalization	(f) Additional countries assisted by UNODC in making relevant basic social and economic services available to populations vulnerable to drug dependence, HIV/AIDS and crime, in line with relevant international treaties and based on scientific evidence

Strategy

13.13 Substantive responsibility for the subprogramme is vested in the Division for Operations. The objective will be achieved by:

(a) Assisting Member States, upon request, to establish and/or improve drug use prevention strategies, plans and interventions in line with scientific evidence, particularly the International Standards on Drug Use Prevention;

(b) Assisting Member States, upon request, to establish and/or expand evidence-based drug dependence treatment services integrated in a recovery-oriented continuum of care in the community as well as in criminal justice systems;

(c) Assisting Member States, upon request, to establish and/or expand evidence-based HIV/AIDS prevention, treatment, care and support services for people who inject drugs, in line with the UNODC, International Labour Organization, United Nations Development Programme, World Health Organization (WHO) and Joint United Nations Programme on HIV/AIDS (UNAIDS) policy brief entitled "HIV prevention, treatment and care in prisons and other closed settings: a comprehensive package of interventions" and the *WHO, UNODC, UNAIDS Technical Guide for Countries to Set Targets for Universal Access to HIV Prevention, Treatment and Care for Injecting Drug Users*;

(d) Improving access of Member States to information, research and evidence-based practices on drug prevention, treatment, care and rehabilitation;

(e) Providing support to Member States, upon request, for including social assistance, especially inclusion of sustainable livelihoods, in programmes for the treatment of drug dependence and those responding to HIV/AIDS as related to drug use;

(f) Fostering and strengthening of international cooperation, upon request, based on the principle of shared common responsibility in sustainable alternative development, including, where appropriate, preventive alternative development;

(g) Improving the capacity of Member States, upon request, to implement the wildlife and forest crime analytic toolkit of the International Consortium on Combating Wildlife Crime.

Subprogramme 3
Countering corruption

Objective of the Organization: To prevent and combat corruption, in line with the United Nations Convention against Corruption

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Technical assistance provided by UNODC, upon request of Member States, to support ratifications of or accessions to the United Nations Convention against Corruption	(a) Increased number of States parties ratifying or acceding to the United Nations Convention against Corruption following assistance by UNODC
(b) Enhanced support of UNODC to the Conference of the States Parties to the United Nations Convention against Corruption and its subsidiary bodies to facilitate decision-making and policy direction	(b) (i) Increased number of country review reports and their summaries prepared with the assistance of UNODC for the Mechanism for the Review of Implementation of the United Nations Convention against Corruption

	(ii) Percentage of Member States participating in the Conference of the States Parties to the United Nations Convention against Corruption expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat
(c) Improved capacity of Member States, supported by UNODC at their request, to prevent and fight corruption in line with the United Nations Convention against Corruption and to address economic fraud and identity-related crime	(c) (i) Increased number of countries drafting or revising domestic legislation, with assistance from UNODC, to incorporate provisions of the United Nations Convention against Corruption (ii) Increased number of countries assisted by UNODC upon request in developing national anti-corruption strategies/action plans and in developing capacity to prevent corruption (iii) Increased number of countries assisted by UNODC upon request in developing national-level capacity to detect, investigate and prosecute corruption, to participate in international cooperation in criminal matters pertaining to anti-corruption (in particular mutual legal assistance and extradition) and to effectively cooperate on asset recovery matters

Strategy

13.14 Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. The objective will be achieved by:

(a) Promoting the ratification and implementation of the United Nations Convention against Corruption by providing policy and legislative advice, building the capacities of relevant actors and facilitating transfer of expertise;

(b) Assisting Member States, upon request, in enhancing their capacities to prevent corruption, including within public sector institutions, and strengthening the role of civil society, parliamentarians, the private sector, academia and the general public in the prevention of corruption;

(c) Assisting Member States, upon request, to detect, investigate and prosecute corruption;

(d) Promoting international cooperation in the investigation, prosecution and adjudication of corruption and related offences (for example, extradition, mutual legal assistance and asset recovery);

(e) Developing and disseminating knowledge products to assist with the implementation of the Convention;

(f) Assisting Member States, upon request, to produce data and conduct statistical and analytical studies on corruption;

(g) Performing secretariat functions for the Conference of the States Parties to the Convention and its subsidiary bodies, including the Implementation Review Mechanism;

(h) Coordinating the implementation of the mandates given by treaty-based organs and governing bodies;

(i) Collaborating with international, regional and subregional actors within and outside the United Nations system to advance the implementation of the Convention;

(j) Assisting Member States, upon request, to address economic fraud and identity-related crime.

Subprogramme 4
Terrorism prevention

Objective of the Organization: To promote and strengthen a functional criminal justice regime against terrorism that is effective and is implemented by States in accordance with the rule of law

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced technical assistance provided by UNODC, upon request of Member States, to contribute to the ratification of the international legal instruments to prevent and combat terrorism	(a) (i) Increase in the number of ratifications of the international legal instruments to prevent and combat terrorism by countries that have received counter-terrorism technical assistance from UNODC
	(ii) Additional pieces of legislation that are being revised or adopted with UNODC assistance
(b) Improved capacity of Member States to prevent terrorism in accordance with the rule of law	(b) (i) Additional countries receiving capacity-building assistance from UNODC, upon request, at the national and regional levels
	(ii) Additional national criminal justice officials trained with respect to implementing international conventions and protocols relating to terrorism
	(iii) Additional national and regional strategies/action plans for combating terrorism, developed with UNODC assistance

	(iv) Additional national criminal justice officers trained with respect to cooperation in criminal matters to prevent and combat terrorism

Strategy

13.15 Substantive responsibility for the subprogramme is vested in the Division for Treaty Affairs. The objective will be achieved by drawing on the Office's specialized technical competence in crime prevention, criminal justice and rule of law. The strategy consists mainly of:

(a) Encouraging Member States to become party to and implement the international conventions and protocols related to the prevention and suppression of terrorism in all its forms and manifestations;

(b) Providing, upon request, policy advice and legal advisory, legislative and capacity-building support and facilitating the transfer of specialized knowledge on, inter alia, transport-related terrorism offences; financing of terrorism; use of the Internet for terrorism purposes; support to victims of acts of terrorism and chemical, biological, radiological and nuclear terrorism;

(c) Strengthening the capacity of national criminal justice systems to apply counter-terrorism legislation in conformity with international human rights law and the rule of law;

(d) Promoting international cooperation in criminal matters related to terrorism, especially with regard to extradition and mutual legal assistance;

(e) Cooperating closely with the Counter-Terrorism Committee of the Security Council and its Executive Directorate as well as with the Counter-Terrorism Implementation Task Force and its participating entities;

(f) Coordinating the implementation of the mandates given by treaty-based organs and governing bodies.

Subprogramme 5
Justice

Objective of the Organization: To strengthen the rule of law through the prevention of crime and the promotion of effective, fair, humane and accountable criminal justice systems in line with the United Nations standards and norms in crime prevention and criminal justice and other relevant international instruments

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased assistance provided by UNODC in support of the development and updating of international standards and norms in crime prevention and criminal justice	(a) Number of United Nations standards and norms relevant to specific areas of crime prevention and criminal justice developed or updated by countries with the support of UNODC, upon request

(b) Crime prevention and criminal justice system reform initiatives within the UNODC mandate are developed and implemented in accordance with international standards and norms in crime prevention and criminal justice	(b) (i) Number of additional countries utilizing UNODC tools, manuals and training materials and advisory services for improving crime prevention strategies and measures and criminal justice procedures and practices (ii) Number of additional countries assisted by UNODC in developing and implementing crime prevention and criminal justice reform initiatives

Strategy

13.16 Substantive responsibility for the subprogramme is vested in the Division of Operations. The objective will be achieved by:

(a) Promoting further development of United Nations standards and norms in crime prevention and criminal justice and facilitating their application by strengthening the capacity, upon request, of national criminal justice systems and all actors involved in crime prevention and criminal justice reform;

(b) Providing assistance to Member States, upon request, including through knowledge transfer, institution-building, capacity-building and advice on crime prevention and criminal justice reform, in particular on police reform, prosecution services, the judiciary, restorative justice, access to legal aid, prison reform and alternatives to imprisonment, relevant professional standards and oversight mechanisms, as well as cross-cutting issues related to women in the criminal justice system, justice for children, victims and witnesses, piracy and maritime crime;

(c) Developing and disseminating reference and operational tools, guidance notes, handbooks, training curricula, model legislation, studies, good practices and information technology resources;

(d) Coordinating the implementation of the mandates given by treaty-based organs and governing bodies;

(e) Participating in the Rule of Law Coordination and Resource Group, the global focal points for the police, justice and corrections areas in the rule of law in post-conflict and other crisis situations, institutes comprising the United Nations crime prevention and criminal justice network and intergovernmental organizations.

Subprogramme 6
Research, trend analysis and forensics

Objective of the Organization: Enhanced knowledge of thematic and cross-sectoral trends and issues for effective policy formulation, operational response and impact assessment, based on a sound understanding of drugs and crime issues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced access to increased knowledge to formulate strategic responses to address existing and emerging drugs and crime issues	(a) (i) Increased number of references in research publications to documents or information generated by UNODC (ii) Increased percentage of positive assessments of relevance and usefulness of research outputs for strategic response formulation (iii) Increased number of country-data series disseminated by UNODC disaggregated by drug demand, drug supply, crime and criminal justice
(b) Increased capacity to produce and analyse statistical data on trends including those in emerging drug and specific crime issues	(b) Increased number of Member States receiving targeted training or other forms of technical assistance on data collection related to drugs and crime, upon request
(c) Improved scientific and forensic capacity to meet appropriate professional standards, including increased use of scientific information and laboratory data for inter-agency cooperation activities and in strategic operations, policy and decision-making	(c) (i) Increased percentage of institutions in receipt of UNODC assistance reporting enhanced scientific and forensic capacity (ii) Increased number of laboratories participating actively in the international collaborative exercise (iii) Increased percentage of laboratories in receipt of UNODC assistance reporting participation in and/or use of forensic data for inter-agency activities with law enforcement, regulatory, judicial and health authorities and/or trend analyses

Strategy

13.17 Substantive responsibility for the subprogramme is vested in the Division for Policy Analysis and Public Affairs. The objective will be achieved by:

(a) Providing timely and accurate statistics and analyses of world drug and crime problems, with particular attention to specific manifestations of crime and its transnational dimensions;

(b) Providing support and capacity-building to Member States, upon request, to produce, disseminate and analyse drug and crime data and statistics;

(c) Assisting Member States, upon request, within the UNODC mandate, in identification of trends, emerging issues and priorities in drugs, crime and corruption;

(d) Expanding the evidence base for policymaking on issues of drugs, crime and corruption;

(e) Providing technical assistance and expert advice to drug-testing laboratories and forensic institutions;

(f) Assisting Member States in forensics standard-setting and exchange of quality forensic data and services for policy and decision-making;

(g) Increasing the number of data elements in the UNODC database on drugs and crime including, where possible, data disaggregated by sex.

Subprogramme 7
Policy support

Objective of the Organization: To facilitate policy and operational responses on issues related to drug control, crime prevention and criminal justice

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations, as well as of the relevant United Nations legal instruments, standards and norms in crime prevention and criminal justice	(a) (i) Increased number of unique visitors accessing information from the UNODC website and following UNODC on social media (ii) Increased number of publications downloaded from the UNODC website, disaggregated by publication name and type
(b) Advance the capacity of Member States to implement relevant international conventions and standards and norms under the UNODC mandate, including through partnerships with relevant civil society entities	(b) Increased number of partnership and/or funding agreements with Governments, foundations, non-governmental organizations, other relevant civil society organizations and private sector entities

Strategy

13.18 Substantive responsibility for implementation of the subprogramme lies with the Division for Policy Analysis and Public Affairs. The objective will be achieved by:

(a) Developing normative results-based management frameworks for planning, monitoring and reporting purposes;

(b) Conducting dialogues with donor Governments, Member States, international organizations and private sector entities to mobilize resources;

(c) Reaching out to non-governmental organizations and international media;

(d) Carrying out targeted advocacy and communication activities, with emphasis on key stakeholders in the substantive areas such as drugs, corruption, human trafficking and smuggling of migrants;

(e) Coordinating with other United Nations agencies on issues related to drugs, crime and terrorism in all its forms and manifestations;

(f) Undertaking policy analysis and providing coherent advice, upon request.

Subprogramme 8
Technical cooperation and field support

Objective of the Organization: Facilitate effective cooperation and management at the field level in the areas of the UNODC mandate

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Integrated programmes designed with the participation of recipient countries and implemented in close consultation with regional entities and partner countries, as appropriate	(a) (i) Increased number of country and regional integrated programmes developed and being implemented in the field
	(ii) Increased percentage of Member States indicating satisfaction with policy advice, technical expertise, coordination and other support provided by the UNODC field network
(b) Enhanced transparency, effectiveness, accountability and good governance of UNODC field offices	(b) (i) Increased number of field offices without qualified audit opinions
	(ii) Decrease in adverse audit observations for field offices
	(iii) Increase in the number of fully accepted evaluation recommendations implemented in the field offices

Strategy

13.19 Substantive responsibility for the implementation of the subprogramme lies with the Division of Operations. The objective will be achieved by:

(a) Developing and implementing an integrated results-based programme approach, enabling the effective and coordinated delivery and maximized impact of the normative and technical assistance mandates of the Office;

(b) Ensuring full "ownership" of the UNODC programmes by regional entities and partner countries through policy and programmatic dialogue and coordination, as appropriate;

(c) Promoting the joint pursuit of justice, public security and development as a key objective;

(d) Fostering greater regional and interregional cooperation among partner countries to address the transnational nature of organized crime and illicit trafficking;

(e) Providing a comprehensive range of high-quality technical support and policy advice in support of Member States' implementation of the United Nations conventions on drugs and crime and the United Nations standards and norms on criminal justice and crime prevention;

(f) Providing, through regional programmes, a common platform for joint efforts with United Nations partners, international financial institutions, other multilateral bodies and civil society, as appropriate.

Subprogramme 9
Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board

Objective of the Organization: To enable the United Nations policymaking bodies in drug control and crime prevention, which also act as the governing bodies of UNODC, to function effectively and to fulfil their mandates; to enable the International Narcotics Control Board to fulfil its treaty-based mandate of monitoring and promoting implementation of and full compliance with the international drug control treaties; and to enable the United Nations Congress on Crime Prevention and Criminal Justice to fulfil its advisory role

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased support of UNODC contributing to the decision-making and policy direction processes by the United Nations policymaking bodies on drug, crime and terrorism issues	(a) (i) Percentage of members of the Commissions responding to the survey expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat
	(ii) Percentage of Member States participating in the United Nations Congress on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat
(b) The International Narcotics Control Board is enabled to monitor and promote compliance with the international drug control conventions	(b) (i) Percentage of members of the International Narcotics Control Board expressing full satisfaction with the quality and timeliness of substantive services provided by the Secretariat to the Board, including the quality of analysis of treaty compliance
	(ii) Percentage implementation of decisions of the Board by the Secretariat

(c) Enhanced support by UNODC to the United Nations Congress on Crime Prevention and Criminal Justice to facilitate decision-making and policy direction	(c) Percentage of Member States that participate in the United Nations Congress on Crime Prevention and Criminal Justice expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat

Strategy

13.20 Substantive responsibility for implementation of the subprogramme lies with the Division of Treaty Affairs. The objective will be achieved by:

(a) Providing substantive and technical support to the following bodies, to enable them to fulfil their role as policymaking organs of the United Nations on matters of international drug control and crime prevention and criminal justice, and as governing bodies of the United Nations Office on Drugs and Crime:

(i) The Commission on Narcotic Drugs (including following up to the 2014 high-level review of the implementation by Member States of the 2009 Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem (United Nations publication, Sales No. E.10.XI.8);

(ii) The Commission on Crime Prevention and Criminal Justice;

(iii) The five subsidiary bodies of the Commission on Narcotic Drugs;

(iv) The Thirteenth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Fourteenth Congress;

(v) The Economic and Social Council;

(vi) The General Assembly, including preparations for the United Nations General Assembly special session on the world drug problem in 2016;

(b) Coordinating and monitoring the follow-up of the mandates contained in the relevant resolutions and decisions by the governing bodies, including the outcome of the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice, as well as promoting and implementing the 2009 Political Declaration and Plan of Action;

(c) Providing independent secretariat support to the International Narcotics Control Board to enable it to fulfil its treaty obligations to monitor and promote compliance by Governments with the international drug control treaties, including by:

(i) Promoting the awareness of Governments and the international community about the implementation of the international drug control conventions, particularly through dissemination of the treaty-mandated annual reports and recommendations of the Board, including through relevant intergovernmental bodies;

(ii) Maintaining and enhancing, in cooperation with Governments, the international drug control system, in particular the estimates, assessments and statistical returns for narcotic drugs, psychotropic substances and precursor chemicals, including by electronic means; the assessment of substances used in the illicit drug manufacture for inclusion in the 1988 United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances; preventing the diversion of precursors;

(iii) Enabling the Board to conduct enhanced dialogue with Governments to promote implementation of the conventions and the Board's recommendations and to engage on treaty-related matters and statutory reporting through cooperation and the provision of training;

(iv) Ensuring that the Board is provided with legal advice on treaty compliance to deal with emerging challenges.

Legislative mandates

Conventions

Single Convention on Narcotic Drugs of 1961, as amended by the 1972 Protocol

Convention on Psychotropic Substances of 1971

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

United Nations Convention against Transnational Organized Crime of 2000 and the Protocols thereto

United Nations Convention against Corruption of 2003

General Assembly resolutions

40/33	United Nations Standard Minimum Rules for the Administration of Juvenile Justice (the Beijing Rules)
40/34	Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power, annex
43/173	Body of Principles for the Protection of All Persons under Any Form of Detention or Imprisonment
45/110	United Nations Standard Minimum Rules for Non-custodial Measures (the Tokyo Rules)
45/112	United Nations Guidelines for the Prevention of Juvenile Delinquency (the Riyadh Guidelines)
45/113	United Nations Rules for the Protection of Juveniles Deprived of their Liberty
45/116	Model Treaty on Extradition, as amended by resolution 52/88
45/118	Model Treaty on the Transfer of Proceedings in Criminal Matters, annex
45/119	Model Treaty on the Transfer of Supervision of Offenders Conditionally Sentenced or Conditionally Released, annex

46/152	Creation of an effective United Nations crime prevention and criminal justice programme
49/168	International action to combat drug abuse and illicit production and trafficking
51/59	International Code of Conduct for Public Officials, annex
51/60	United Nations Declaration on Crime and Public Security, annex
51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions, annex
52/86	Crime prevention and criminal justice measures to eliminate violence against women
S-20/2	Political Declaration
55/89	Principles on the Effective Investigation and Documentation of Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment, annex
56/119	Role, function, periodicity and duration of the United Nations congresses on the prevention of crime and the treatment of offenders
56/261	Plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
57/170	Follow-up to the plans of action for the implementation of the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century
58/4	United Nations Convention against Corruption, annex
59/160	Control of cultivation of and trafficking in cannabis
60/179	Providing support to Afghanistan with a view to ensuring effective implementation of its Counter-Narcotics Implementation Plan
60/288	The United Nations Global Counter-Terrorism Strategy (as reaffirmed in resolutions 62/272, 64/297 and 66/282)
61/179	International cooperation in the prevention, combating and elimination of kidnapping and in providing assistance to victims
64/237	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
64/293	United Nations Global Plan of Action against Trafficking in Persons
65/1	Keeping the promise: united to achieve the Millennium Development Goals

65/190	Trafficking in women and girls
65/227	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework
65/228	Strengthening crime prevention and criminal justice responses to violence against women
65/229	United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules)
65/230	Twelfth United Nations Congress on Crime Prevention and Criminal Justice
65/277	Political Declaration on HIV/AIDS: Intensifying our Efforts to Eliminate HIV/AIDS
66/177	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities
66/178	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
66/179	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
66/180	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regard to its trafficking
66/231	Oceans and the law of the sea
67/184	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families
67/186	Strengthening the rule of law and the reform of criminal justice institutions, particularly in the areas related to the United Nations system-wide approach to fighting transnational organized crime and drug trafficking
67/187	United Nations Principles and Guidelines on Access to Legal Aid in Criminal Justice Systems
67/188	Standard Minimum Rules for the Treatment of Prisoners
67/190	Improving the coordination of efforts against trafficking in persons
67/191	United Nations African Institute for the Prevention of Crime and the Treatment of Offenders

67/192	Preventing and combating corrupt practices and the transfer of proceeds of corruption, facilitating asset recovery and returning such assets to legitimate owners, in particular to countries of origin, in accordance with the United Nations Convention against Corruption
67/193	International cooperation against the world drug problem
68/119	Measures to eliminate international terrorism
68/178	Protection of human rights and fundamental freedoms while countering terrorism
68/187	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
68/192	Improving the coordination of efforts against trafficking in persons
68/193	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity

Economic and Social Council resolutions and decisions

1984/47	Procedures for the effective implementation of the Standard Minimum Rules for the Treatment of Prisoners
1989/60	Procedures for the effective implementation of the basic principles on the independency of the judiciary
1989/61	Guidelines for the effective implementation of the Code of Conduct for Law Enforcement Officials
1989/64	Implementation of the safeguards guaranteeing protection of the rights of those facing the death penalty
1992/1	Establishment of the Commission on Crime Prevention and Criminal Justice
1993/40	Implementation of measures to prevent the diversion of precursor and essential chemicals to illicit manufacture of narcotic drugs and psychotropic substances
1997/28	Firearm regulation for purposes of crime prevention and public health and safety
1997/29	Measures on the prevention and control of illicit trafficking in motor vehicles
1997/30	Guidelines for Action on Children in the Criminal Justice System, annex
1997/31	Victims of crime and abuse of power
1997/36	International cooperation for the improvement of prison conditions
1998/21	Plan of action for the implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power, annex

1999/23	Work of the United Nations Crime Prevention and Criminal Justice Programme
1999/25	Effective crime prevention
1999/26	Development and implementation of mediation and restorative justice measures in criminal justice
1999/28	Administration of juvenile justice
1999/30	Review of the United Nations International Drug Control Programme: strengthening the United Nations machinery for international drug control within the scope of the existing international drug control treaties and in accordance with the basic principles of the Charter of the United Nations
2000/15	Implementation of the Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power
2001/14	Prevention of diversion of precursors used in the illicit manufacture of synthetic drugs
2002/12	Basic principles on the use of restorative justice programmes in criminal matters
2002/14	Promoting effective measures to deal with the issues of missing children and sexual abuse or exploitation of children
2003/25	International cooperation, technical assistance and advisory services in crime prevention and criminal justice
2003/28	International cooperation in the prevention, combating and elimination of kidnapping and in providing assistance to victims
2003/31	Functioning of the Commission on Crime Prevention and Criminal Justice
2003/32	Training in precursor control, countering money-laundering and drug abuse prevention
2003/36	Establishment of national networks to counter money-laundering in the framework of national and international drug control plans
2004/25	The rule of law and development: strengthening the rule of law and the reform of criminal justice institutions, with emphasis on technical assistance, including in post-conflict reconstruction
2004/28	United Nations standards and norms in crime prevention and criminal justice
2004/35	Combating the spread of HIV/AIDS in criminal justice pretrial and correctional facilities
2004/39	Drug control and related crime prevention assistance for countries emerging from conflict

2005/14	Model bilateral agreement on the sharing of confiscated proceeds of crime or property covered by the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
2005/20	Guidelines on Justice in Matters involving Child Victims and Witnesses of Crime
2005/21	Strengthening the technical cooperation capacity of the United Nations Crime Prevention and Criminal Justice Programme in the area of the rule of law and criminal justice reform
2005/22	Action to promote effective crime prevention
2005/28	Frequency of meetings of Heads of National Drug Law Enforcement Agencies, Europe
Decision 2005/247	Report of the Secretary-General on capital punishment and the safeguards guaranteeing protection of the rights of those facing the death penalty
2006/20	United Nations standards and norms in crime prevention
2006/22	Providing technical assistance for prison reform in Africa and the development of viable alternatives to imprisonment
2006/25	Strengthening the rule of law and the reform of criminal justice institutions, including in post-conflict reconstruction
2006/29	Crime prevention and criminal justice responses to violence against women and girls
2007/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs
2007/11	Support to the counter-narcotic measures and programmes of Afghanistan
2007/21	Information-gathering instrument in relation to United Nations standards and norms in crime prevention and criminal justice
2007/22	Strengthening basic principles of judicial conduct
2007/23	Supporting national efforts for child justice reform, in particular through technical assistance and improved United Nations system-wide coordination
2007/24	International cooperation for the improvement of access to legal aid in criminal justice systems, particularly in Africa
2008/24	Strengthening prevention of urban crime: an integrated approach
2009/6	Joint United Nations Programme on HIV/AIDS (UNAIDS)

2009/22	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2009/23	Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime
2009/24	International cooperation to prevent, combat and eliminate kidnapping and to provide assistance to victims of kidnapping
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime
2009/26	Supporting national and international efforts for child justice reform, in particular through improved coordination in technical assistance
Decision 2009/250	Proposed amendment to the Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol
Decision 2009/251	Frequency and duration of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
2010/17	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework
2010/20	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
2010/21	Realignment of the functions of the United Nations Office on Drugs and Crime and changes to the strategic framework
2011/30	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteenth United Nations Congress on Crime Prevention and Criminal Justice
2011/31	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
2011/32	Strengthening international cooperation in combating the harmful effects of illicit financial flows resulting from criminal activities
2011/33	Prevention, protection and international cooperation against the use of new information technologies to abuse and/or exploit children
2011/34	Support for the development and implementation of an integrated approach to programme development at the United Nations Office on Drugs and Crime
2011/35	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2011/36	Crime prevention and criminal justice responses against illicit trafficking in endangered species of wild fauna and flora

Decision 2011/259	Joint meetings of the reconvened sessions of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice
2012/12	Strategy for the period 2012-2015 for the United Nations Office on Drugs and Crime
2012/19	Strengthening international cooperation in combating transnational organized crime in all its forms and manifestations
Decision 2012/242	Report of the International Narcotics Control Board for 2011
2013/30	Follow-up to the Twelfth United Nations Congress on Crime Prevention and Criminal Justice and preparations for the Thirteen United Nations Congress on Crime Prevention and Criminal Justice
2013/31	Strengthening crime prevention and criminal justice responses to protect cultural property, especially with regards to its trafficking
2013/32	Technical assistance for implementing the international conventions and protocols related to counter-terrorism
2013/33	The rule of law, crime prevention and criminal justice in the United Nations development agenda beyond 2015
2013/34	Model strategies and practical measures on the elimination of violence against children in the field of crime prevention and criminal justice
2013/35	Standard Minimum Rules for the Treatment of Prisoners
2013/36	Taking action against gender-related killing of women and girls
2013/37	Improving the quality and availability of statistics on crime and criminal justice for policy development
2013/38	Combating transnational organized crime and its possible links to illicit trafficking in precious metals
2013/39	International cooperation in the prevention, investigation, prosecution and punishment of economic fraud and identity-related crime
2013/40	Crime prevention and criminal justice responses to illicit trafficking in protected species of wild fauna and flora
2013/41	Implementing of the United Nations Global Plan of Action to Combat Trafficking in Persons
2013/42	United Nations Guiding Principles on Alternative Development
Decision 2013/246	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: extension of the mandate of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime

Decision 2013/247	Report of the Commission on Crime Prevention and Criminal Justice on its twenty-second session and provisional agenda for its twenty-third session
Decision 2013/249	Report of the Commission on Narcotic Drugs on its fifty-sixth session and provisional agenda for its fifty-seventh session
Decision 2013/250	Report of the International Narcotics Control Board

Commission on Narcotic Drugs resolutions and decisions

43/9	Control of precursor chemicals
44/14	Measures to promote the exchange of information on new patterns of drug use and on substances consumed
47/1	Optimizing integrated drug information systems
48/2	Strengthening the drug programme of the United Nations Office on Drugs and Crime and the role of the Commission on Narcotic Drugs as its governing body
48/11	Strengthening international cooperation to prevent the illicit manufacture of and trafficking in narcotic drugs and psychotropic substances by preventing the diversion and smuggling of precursors and essential equipment in the context of Project Prism, Operation Purple and Operation Topaz
49/3	Strengthening systems for the control of precursor chemicals used in the manufacture of synthetic drugs
49/4	Responding to the prevalence of HIV/AIDS and other blood-borne diseases among drug users
50/2	Provisions regarding travellers under medical treatment with internationally controlled drugs
50/5	Identifying sources of precursors used in illicit drug manufacture
50/10	Prevention of diversion of drug precursors and other substances used for the illicit manufacture of narcotic drugs and psychotropic substances
50/11	International cooperation in preventing the illegal distribution of internationally controlled licit substances via the Internet
Decision 50/2	Review of dronabinol and its stereoisomers
51/9	The need for a balance between demand for and supply of opiates used to meet medical and scientific needs
51/11	Links between illicit drug trafficking and illicit firearms trafficking

51/14	Promoting coordination and alignment of decisions between the Commission on Narcotic Drugs and the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS
Decision 51/1	Improving the governance and financial situation of the United Nations Office on Drugs and Crime
52/1	Promoting international cooperation in addressing the involvement of women and girls in drug trafficking, especially as couriers
52/2	Strengthening the law enforcement capacity of the main transit States neighbouring Afghanistan, based on the principle of shared responsibility
52/3	International support to States in East Africa in their efforts to combat drug trafficking
52/4	Progress made towards strengthening international support for States in West Africa in their efforts to combat drug trafficking
52/5	Exploration of all aspects related to the use of cannabis seeds for illicit purposes
52/6	Promoting best practices and lessons learned for the sustainability and integrality of alternative development programmes
52/7	Proposal concerning quality evaluation of the performance of drug analysis laboratories
52/8	Use of pharmaceutical technology to counter drug-facilitated sexual assault ("date rape")
52/9	Strengthening measures against the laundering of assets derived from drug trafficking and related offences
52/10	Strengthening interregional cooperation among the States of Latin America and the Caribbean and the States of West Africa in combating drug trafficking
52/11	Follow-up to the Ministerial Conference on Illicit Drug Trafficking, Transnational Organized Crime and Terrorism as Challenges for Security and Development in the Caribbean
52/12	Improving the collection, reporting and analysis of data to monitor the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem
52/13	Improving the governance and financial situation of the United Nations Office on Drugs and Crime
53/1	Promoting community-based drug use prevention

53/2	Preventing the use of illicit drugs within Member States and strengthening international cooperation on policies of drug abuse prevention
53/3	Strengthening national capacities in the administration and disposal of property and other assets confiscated in cases of drug trafficking and related offences
53/4	Promoting adequate availability of internationally controlled licit drugs for medical and scientific purposes while preventing their diversion and abuse
53/5	Strengthening regional cooperation between Afghanistan and transit States and the contribution of all affected countries to counter-narcotics efforts, based on the principle of common and shared responsibility
53/6	Follow-up to the promotion of best practices and lessons learned for the sustainability and integrality of alternative development programmes and the proposal to organize an international workshop and conference on alternative development
53/7	International cooperation in countering the covert administration of psychoactive substances related to sexual assault and other criminal acts
53/8	Strengthening international cooperation in countering the world drug problem focusing on illicit drug trafficking and related offences
53/9	Achieving universal access to prevention, treatment, care and support for drug users and people living with or affected by HIV
53/10	Measures to protect children and young people from drug abuse
53/11	Promoting the sharing of information on the potential abuse of and trafficking in synthetic cannabinoid receptor agonists
53/12	Strengthening systems for the control of the movement of poppy seeds obtained from illicitly grown opium poppy crops
53/13	Use of "poppers" as an emerging trend in drug abuse in some regions
53/14	Follow-up to the implementation of the Santo Domingo Pact and Managua Mechanism
53/15	Strengthening international cooperation and regulatory and institutional frameworks for the control of substances frequently used in the manufacture of narcotic drugs and psychotropic substances
53/16	Streamlining of the annual report questionnaire

Decision 53/1	Transfer of phenylacetic acid from Table II to Table I of the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988
Decision 53/2	Follow-up to the revised draft annual report questionnaire
54/2	Promoting international cooperation to prevent drug-affected driving
54/3	Ensuring the availability of reference and test samples of controlled substances at drug testing laboratories for scientific purposes
54/4	Follow-up on the proposal to organize an international workshop and conference on alternative development
54/5	Promoting rehabilitation- and reintegration-oriented strategies in response to drug use disorders and their consequences that are directed at promoting health and social well-being among individuals, families and communities
54/6	Promoting adequate availability of internationally controlled narcotic drugs and psychotropic substances for medical and scientific purposes while preventing their diversion and abuse
54/7	Paris Pact initiative
54/8	Strengthening international cooperation and regulatory and institutional frameworks for the control of precursor chemicals used in the illicit manufacture of synthetic drugs
54/9	Improving quality and building monitoring capacity for the collection, reporting and analysis of data on the world drug problem and policy responses to it
54/11	Improving the participatory role of civil society in addressing the world drug problem
54/12	Revitalization of the principle of common and shared responsibility in countering the world drug problem
54/13	Achieving zero new infections of HIV among injecting and other drug users
54/14	Measures to support African States in their efforts to combat the world drug problem
54/15	Promotion of international cooperation to assist the States most affected by the transit of drugs
54/16	Budget for the biennium 2012-2013 for the Fund of the United Nations International Drug Control Programme
54/17	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime on evaluation and oversight

55/1	Promoting international cooperation in responding to the challenges posed by new psychoactive substances
55/2	Promoting programmes aimed at the treatment, rehabilitation and reintegration of drug-dependent persons released from prison settings
55/3	One hundredth anniversary of the International Opium Convention
55/4	Follow-up on the proposal to organize an international workshop and conference on alternative development
55/5	Promoting strategies and measures addressing specific needs of women in the context of comprehensive and integrated drug demand reduction programmes and strategies
55/6	Developing an international electronic import and export authorization system for licit trade in narcotic drugs and psychotropic substances
55/7	Promoting measures to prevent drug overdose, in particular opioid overdose
55/8	Follow-up to the Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem with respect to the development of strategies on special marketing regimes for alternative development, including preventive alternative development
55/9	Follow-up on measures to support African States in their efforts to combat the world drug problem
55/10	Promoting evidence-based drug prevention strategies and policies
55/11	Follow-up to the Third Ministerial Conference of the Paris Pact Partners on Combating Illicit Traffic in Opiates Originating in Afghanistan
55/12	Alternatives to imprisonment for certain offences as demand reduction strategies that promote public health and public safety
Decision 55/1	Organization of work for the future sessions of the Commission on Narcotic Drugs
56/1	Implementation of the budget for the biennium 2012-2013 for the Fund of the United Nations International Drug Control Programme
56/2	Accra declaration
56/3	Strengthening international cooperation in combating illicit opiates originating in Afghanistan through continuous and reinforced support to the Paris Pact initiative
56/4	Enhancing international cooperation in the identification and reporting of new psychoactive substances

56/5	Promoting the sharing of expertise in and knowledge on forensic drug profiling
56/6	Intensifying the efforts to achieve the targets of the 2011 Political Declaration on HIV and AIDS among people who use drugs, in particular the target to reduce HIV transmission among people who inject drugs by 50 per cent by 2015
56/7	Promoting the development and use of the international electronic import and export authorization system for licit international trade in narcotic drugs and psychotropic substances
56/8	Promoting initiatives for the safe, secure and appropriate return for disposal of prescription drugs, in particular those containing narcotic drugs and psychotropic substances under international control
56/9	Strengthening of the principle of common and shared responsibility as the basis for guiding international action in combating the world drug problem with a comprehensive and balanced approach
56/10	Tools to improve data collection to monitor and evaluate the implementation of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem
56/12	Preparations for the high-level review of the implementation by Member States of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem
56/13	Precursors: raising awareness on the diversion in international trade of non-scheduled substances for use as alternatives to scheduled substances in the illicit manufacture of narcotic drugs and psychotropic substances
56/14	Strengthening international cooperation in addressing the non-medical use and abuse, the illicit manufacture and the illicit domestic and international distribution of tramadol
56/15	Follow-up to the Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem with respect to the development of strategies on voluntary marketing tools for products stemming from alternative development, including preventive alternative development
56/16	Enhancing international cooperation to strengthen efforts in West Africa to counter illicit drug trafficking
Decision 56/1	Transfer of *gamma*-hydroxybutyric acid from Schedule IV to Schedule II of the Convention on Psychotropic Substances of 1971

Commission on Narcotic Drugs

Joint Ministerial Statement and further measures to implement the action plans emanating from the twentieth special session of the General Assembly, adopted at the ministerial segment of the forty-sixth session of the Commission on Narcotic Drugs, held on 16 and 17 April 2003

Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, adopted at the high-level segment of the fifty-second session of the Commission on Narcotic Drugs and subsequently adopted by the General Assembly in its resolution 64/182

Commission on Crime Prevention and Criminal Justice resolutions and decisions

4/1	Succession of States in respect of international treaties on combating various manifestations of crime
7/1	Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations crime prevention and criminal justice programme
9/1	Strategic management by the Commission on Crime Prevention and Criminal Justice of the United Nations crime prevention and criminal justice programme
16/3	Strengthening the United Nations Crime Prevention and Criminal Justice Programme and the role of the Commission on Crime Prevention and Criminal Justice as its governing body
17/2	Strengthening the rule of law through improved integrity and capacity of prosecution services
Decision 17/2	Improving the governance and financial situation of the United Nations Office on Drugs and Crime
18/1	Supplementary rules specific to the treatment of women in detention and in custodial and non-custodial settings
18/2	Civilian private security services: their role, oversight and contribution to crime prevention and community safety
18/3	Improving the governance and financial situation of the United Nations Office on Drugs and Crime
18/4	Fourth World Summit of Attorneys General, Prosecutors General and Chief Prosecutors
18/5	Follow-up to the Ministerial Conference on Illicit Drug Trafficking, Transnational Organized Crime and Terrorism as Challenges for Security and Development in the Caribbean
Decision 18/1	Guidelines for the thematic discussions of the Commission on Crime Prevention and Criminal Justice

Decision 18/2	Additional documents on improving the governance and financial situation of the United Nations Office on Drugs and Crime
19/1	Strengthening public-private partnerships to counter crime in all its forms and manifestations
19/2	Strengthening the collection, analysis and reporting of comparable crime-related data
19/4	Measures for achieving progress on the issue of trafficking in persons, pursuant to the Salvador Declaration on Comprehensive Strategies for Global Challenges: Crime Prevention and Criminal Justice Systems and Their Development in a Changing World
19/5	International cooperation in the forensic field
19/6	Countering maritime piracy off the coast of Somalia
19/7	Strengthening of regional networks for international cooperation in criminal matters
Decision 19/1	Strengthening crime prevention and criminal justice responses to counterfeiting and piracy
20/4	Promoting further cooperation in countering transnational organized crime
20/5	Combating the problem of transnational organized crime committed at sea
20/7	Promotion of activities relating to combating cybercrime, including technical assistance and capacity-building
20/8	Budget for the biennium 2012-2013 for the United Nations Crime Prevention and Criminal Justice Fund
20/9	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: work of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime on evaluation and oversight
Decision 20/1	Organization of work for the future sessions of the Commission on Crime Prevention and Criminal Justice
21/1	Strengthening Government oversight of civilian private security services and the contribution of such services to crime prevention and community safety
21/2	Countering maritime piracy, especially off the coast of Somalia and in the Gulf of Guinea
21/3	Strengthening international cooperation to address the links that in some cases may exist between transnational organized criminal activities and terrorist activities

Decision 21/1	Organization of work for the future sessions of the Commission on Crime Prevention and Criminal Justice
22/1	Implementation of the budget for the biennium 2012-2013 for the United Nations Crime Prevention and Criminal Justice Fund
22/2	Improving the governance and financial situation of the United Nations Office on Drugs and Crime: recommendations of the standing open-ended intergovernmental working group on improving the governance and financial situation of the United Nations Office on Drugs and Crime
22/3	Renewed efforts to ensure the effective implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto on the tenth anniversary of the entry into force of the Convention
22/4	Enhancing the effectiveness of countering criminal threats to the tourism sector, including terrorist threats, in particular, by means of international cooperation and public-private partnerships
22/5	Strengthening of international cooperation to promote the analysis of trends in transnational organized crime
22/6	Promoting international cooperation and strengthening capacity to combat the problem of transnational organized crime committed at sea
22/7	Strengthening international cooperation to combat cybercrime
22/8	Promoting technical assistance and capacity-building to strengthen national measures and international cooperation against cybercrime
23/2	Preventing and combating trafficking in human organs and trafficking in persons for the purpose of organ removal

Decisions and resolutions of the Conference of the Parties to the United Nations Convention against Transnational Organized Crime

Decision 4/4	Trafficking in human beings
Decision 4/6	Implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
5/1	Ensuring effective implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
5/2	Implementation of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime

5/3	Implementation of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
5/4	Illicit manufacturing of and trafficking in firearms, their parts and components and ammunition
5/5	Review of the implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
5/6	Implementation of the provisions on technical assistance of the United Nations Convention against Transnational Organized Crime
5/7	Combating transnational organized crime against cultural property
5/8	Implementation of the provisions on international cooperation of the United Nations Convention against Transnational Organized Crime
6/1	Ensuring effective implementation of the United Nations Convention against Transnational Organized Crime and the Protocols thereto
6/2	Promoting accession to and implementation of the Protocol against the Illicit Manufacturing of and Trafficking in Firearms, Their Parts and Components and Ammunition, supplementing the United Nations Convention against Transnational Organized Crime
6/3	Implementation of the Protocol against the Smuggling of Migrants by Land, Sea and Air, supplementing the United Nations Convention against Transnational Organized Crime
6/4	Implementation of the provisions on technical assistance of the United Nations Convention against Transnational Organized Crime

Decisions and resolutions of the Conference of the States Parties to the United Nations Convention against Corruption

3/1	Review mechanism
3/2	Preventive measures
3/3	Asset recovery
3/4	Technical assistance to implement the United Nations Convention against Corruption
4/1	Mechanism for the Review of Implementation of the United Nations Convention against Corruption
4/2	Convening of open-ended intergovernmental expert meetings to enhance international cooperation
4/3	Marrakech declaration on the prevention of corruption
4/4	International cooperation in asset recovery

Decision 5/1	Mechanism for the Review of Implementation of the United Nations Convention against Corruption
5/1	Enhancing the effectiveness of law enforcement cooperation in the detection of corruption offences in the framework of the United Nations Convention against Corruption
5/2	Strengthening the implementation of the criminalization provisions of the United Nations Convention against Corruption, in particular with regard to solicitation
5/3	Facilitating international cooperation in asset recovery
5/4	Follow-up to the Marrakech declaration on the prevention of corruption
5/5	Promotion of the contribution of young people and children in preventing corruption and fostering a culture of respect for the law and integrity
5/6	Private sector

Programme 14

Gender equality and empowerment of women

Overall orientation

14.1 The overall orientation of the programme, which is under the responsibility of UN-Women, is to achieve the elimination of discrimination against women and girls, the empowerment and advancement of women and the realization of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. The direction of the programme is provided by the General Assembly in its resolution 64/289 establishing the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) as a composite entity. The proposed strategic framework for 2016-2017 is aligned with the strategic plan of UN-Women for 2014-2017 (UNW/2013/6), endorsed by the UN-Women Executive Board in September 2013.

14.2 Also in resolution 64/289, the General Assembly set out a framework for the work of the programme drawing on the Charter of the United Nations, the Beijing Declaration and Platform for Action, including its 12 critical areas of concern, the outcome of the twenty-third special session of the General Assembly and applicable United Nations instruments, standards and resolutions that support, address and contribute to gender equality and the empowerment and advancement of women. The Convention on the Elimination of All Forms of Discrimination against Women is the principal international human rights treaty relating to the practical realization of equality between women and men. The General Assembly, the Economic and Social Council and the Commission on the Status of Women provide guidance for the normative support functions; the General Assembly, the Economic and Social Council and the Executive Board provide guidance for the operational activities. Intergovernmental resolutions and decisions set the women and peace and security agenda for UN-Women and the United Nations system.

14.3 The programme contributes to the achievement of internationally agreed development goals in the area of gender equality and the empowerment of women, recognizing that gender equality is pivotal to the achievement of sustainable development in all its dimensions.

14.4 During the 2016-2017 period, the programme is expected to continue to concentrate its efforts on the following six strategic plan goals: (a) increasing women's leadership and participation in all areas that affect their lives, including in political and economic areas; (b) increasing women's access to economic empowerment and opportunities, especially for those who are most excluded, particularly women living in poverty; (c) preventing and eliminating violence against women and girls and expanding access to survivor services; (d) increasing women's leadership in peace, security and humanitarian response; (e) strengthening the responsiveness of plans and budgets in the area of gender equality and the empowerment of women at all levels; and (f) supporting the development of global norms, policies and standards on gender equality and the empowerment of women.

14.5 As it delivers support in those areas, the programme will create strategic partnerships that will lead to more effective coordination, coherence and gender mainstreaming across the United Nations system. It will carry out its work in coordination with other United Nations entities in order to avoid duplication of work. It will provide overall leadership, strengthen such mechanisms and continue to promote and enhance accountability for gender equality and the empowerment of women in the United Nations system, including by assisting United Nations entities with the implementation of the system-wide action plan on gender equality and the empowerment of women.

14.6 The programme of work of UN-Women is driven, among other things, by the principle of universality. The achievement of gender equality and the empowerment of women is central to the mandate of UN-Women and is addressed across all its priority areas of work.

14.7 The strategy for implementing the programme in the biennium 2016-2017 is centred on bringing together the normative support, coordination and operational support to ensure an even greater impact from United Nations support in these areas. The fulfilment of the overall orientation will result from expanding support provided to Member States, upon their request; strengthening coherence between the normative and operational work; and leading, coordinating and promoting the accountability of the United Nations system in its work on gender equality and the empowerment and advancement of women. Support for gender mainstreaming across the United Nations system is an integral part of the programme strategy.

Subprogramme 1
Intergovernmental support, coordination and strategic partnerships

Objective of the Organization: To strengthen the achievement of gender equality and the empowerment of women, including women's full enjoyment of their human rights

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced support from UN-Women for the activities of intergovernmental bodies, especially the Commission on the Status of Women, for the promotion of gender equality and the empowerment of women, including the integration of gender perspectives into their spheres of activity	(a) (i) Increased number of activities aimed at supporting the participation of Member States, upon their request, in the deliberations of intergovernmental bodies, with particular emphasis on the Commission on the Status of Women (ii) Percentage of required documents submitted by UN-Women on time for consideration by the relevant intergovernmental bodies, including the Commission on the Status of Women, in compliance with the relevant rules and regulations on the issuance of documentation (iii) Increased number of intergovernmental bodies integrating gender perspectives into their spheres of activity, including as a result of the efforts of UN-Women

(b) Enhanced support of UN-Women for the participation of non-governmental organizations in the work of the Commission on the Status of Women in accordance with Economic and Social Council resolution 1996/31 of 25 July 1996	(b) Increased number of activities of UN-Women aimed at supporting the participation of non-governmental organizations accredited by the Economic and Social Council to the Commission on the Status of Women
(c) Enhanced capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system in a coherent way	(c) (i) Number of initiatives of United Nations entities supported by UN-Women that incorporate gender perspectives into their policies, programmes and projects (ii) Number of human resources policy measures advocated and/or assisted by UN-Women in United Nations system entities that incorporate gender perspectives in their implementation
(d) Enhanced capacity to build partnerships for the accelerated realization of gender equality and the empowerment of women	(d) (i) Number of activities of UN-Women aimed at different stakeholders contributing to the promotion of gender equality and the empowerment of women (ii) Amount of resources mobilized as voluntary contributions to UN-Women

Strategy

14.8 The Intergovernmental Support, Coordination and Strategic Partnerships Bureau is responsible for the subprogramme. The strategy will include:

(a) Promoting actions and providing assistance to Member States, upon their request, for the full and effective implementation of the Beijing Declaration and Platform for Action and its review outcomes, the outcomes of the twenty-third special session of the General Assembly and other United Nations instruments and resolutions that support, address and contribute to gender equality and the empowerment of women, as well as obligations under the Convention on the Elimination of All Forms of Discrimination against Women;

(b) Providing substantive and effective support to intergovernmental processes, in particular the Commission on the Status of Women, by facilitating discussion on key gender equality issues by Governments and other stakeholders;

(c) Supporting intergovernmental processes to increase the reflection of gender perspectives in sectoral areas, by providing innovative proposals as appropriate;

(d) Increasing awareness and understanding of gender equality and the empowerment of women, including through educational activities, information dissemination and outreach, using different channels, such as websites, social media and print products;

(e) Encouraging women's groups and other non-governmental organizations specializing in gender equality and women's issues to participate in intergovernmental processes, including through increased outreach, funding and capacity-building;

(f) Leading and supporting system-wide and inter-agency collaboration on gender equality and the empowerment of women through the promotion of joint action, collaboration in United Nations country teams and their gender theme groups, and facilitation of the establishment and use of accountability frameworks of the United Nations system on gender equality and the empowerment of women;

(g) Supporting cooperation among countries, as well as the mechanisms established for the promotion of gender equality and the empowerment of women, at the regional and subregional levels;

(h) Supporting the improvement of the status of women and gender balance within the United Nations system through advocacy and monitoring of progress, as well as training opportunities for United Nations officials;

(i) Building and strengthening strategic partnerships focused on the promotion of gender equality and the empowerment of women to achieve a robust resource base.

Subprogramme 2
Policy and programme activities

Objective of the Organization: To enhance efforts in the elimination of discrimination against women and girls and the achievement of gender equality and their empowerment in, inter alia, the fields of development, human rights and peace and security, including by leading, coordinating and promoting the accountability of the United Nations system in this regard

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced policy support for the full and effective implementation of the Beijing Platform for Action, the outcomes of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment and advancement of women	(a) Increased number of policies and actions taken and/or supported by UN-Women, upon the request of Member States, at the national and regional levels to implement the Beijing Declaration and Platform for Action, the outcome of the twenty-third special session of the General Assembly, the Convention on the Elimination of All Forms of Discrimination against Women and other United Nations instruments, standards and resolutions that contribute to gender equality and the empowerment of women
(b) Enhanced capacity of UN-Women to effectively support, upon the request of Member States, national mechanisms for gender equality, service delivery institutions and civil society organizations in order to advance gender equality and women's empowerment and to protect women's human rights	(b) Number of UN-Women activities related to strengthening capacity development provided, upon the request of Member States, to national mechanisms for gender equality, service delivery institutions and civil society organizations

(c) Increased capacity to lead and coordinate the United Nations system at the country level in supporting Member States, upon their request, in the implementation of commitments to eliminate discrimination against women and girls, empower women and achieve gender equality	(c) (i) Number of United Nations coordination mechanisms on gender equality led or co-led by UN-Women at the country level (ii) Number of United Nations development frameworks and programmes at the country level formulated and implemented with the participation and/or assistance of UN-Women (iii) Number of United Nations country teams that are, with the support of UN-Women, applying performance indicators on gender equality in the common country assessments/United Nations Development Assistance Frameworks

Strategy

14.9 The Policy and Programme Bureau is responsible for the subprogramme. The strategy will include:

(a) Serving as a global knowledge centre on gender equality and empowerment of women, through research, analysis and evaluation of trends, including on new and emerging issues and their impact on the situation of women;

(b) Providing advice and support to Member States, as requested, including through field offices, to enhance capacity to develop, implement, monitor and evaluate their gender equality policies;

(c) Providing advocacy support, training and capacity development to Member States, as requested, to advance the implementation of their commitments on gender equality and empowerment of women in line with their national priorities;

(d) Leading, coordinating and promoting accountability of the United Nations system, including to the United Nations country and regional teams and their gender theme groups, in their work on gender equality and the empowerment of women.

Legislative mandates

General Assembly resolutions

34/180	Convention on the Elimination of All Forms of Discrimination against Women
50/42	Fourth World Conference on Women
50/203	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women
54/134	International Day for the Elimination of Violence against Women
55/2	United Nations Millennium Declaration
59/164	Improvement of the status of women in the United Nations system
60/1	2005 World Summit Outcome
62/136	Improvement of the situation of women in rural areas
64/289	System-wide coherence
64/293	United Nations Global Plan of Action to Combat Trafficking in Persons
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/189	International Widows' Day
65/259	Questions relating to the programme budget for the biennium 2010-2011
66/130	Women and political participation
66/170	International Day of the Girl Child
66/181	Strengthening the United Nations crime prevention and criminal justice programme, in particular its technical cooperation capacity
67/144	Intensification of efforts to eliminate all forms of violence against women
67/145	Trafficking in women and girls
67/146	Intensifying global efforts for the elimination of female genital mutilations
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/137	Violence against women migrant workers

68/139	Improvement of the situation of women in rural areas
68/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
68/227	Women in development
S-23/2	Political declaration
S-23/3	Further actions and initiatives to implement the Beijing Declaration and Platform for Action

Economic and Social Council resolutions and decisions

76 (V)	Communications concerning the status of women
304 (XI)	Report of the Commission on the Status of Women (fourth session)
1992/19	Communications on the status of women
1996/6	Follow-up to the Fourth World Conference on Women
1996/31	Consultative relationship between the United Nations and non-governmental organizations
1999/257	Enabling the Commission on the Status of Women to continue to carry out its mandate
2005/232	Declaration of the Commission on the Status of Women on the occasion of the tenth anniversary of the Fourth World Conference on Women
2006/9	Future organization and methods of work of the Commission on the Status of Women
2009/15	Future organization and methods of work of the Commission on the Status of Women
2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women
2013/16	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2013/17	Situation of and assistance to Palestinian women
2013/18	Future organization and methods of work of the Commission on the Status of Women

Economic and Social Council agreed conclusion and ministerial declaration

1997/2	Mainstreaming the gender perspective into all policies and programmes in the United Nations system (see A/52/3/Rev.1, chap. IV.A)
	Ministerial declaration of the high-level segment on implementing the internationally agreed goals and commitments in regard to gender equality and empowerment of women (see A/65/3/Rev.1, chap. III.F)

Security Council resolutions

1325 (2000)	Women and peace and security
1820 (2008)	Women and peace and security
1888 (2009)	Women and peace and security
1889 (2009)	Women and peace and security
1960 (2010)	Women and peace and security
2106 (2013)	Women and peace and security
2122 (2013)	Women and peace and security

Agreed conclusions of the Commission on the Status of Women

1996	Resolution 40/9. Implementation of strategic objectives and action in the critical area of concern: poverty
1996	Women and the media
1996	Child and dependent care, including sharing of work and family responsibilities
1997	Women and the environment
1997	Women in power and decision-making
1997	Women and the economy
1997	Education and training of women
1998	Violence against women
1998	Women and armed conflict
1998	Human rights of women
1998	The girl child
1999	Women and health
1999	Institutional mechanisms for the advancement of women
2001	Women, the girl child and human immunodeficiency virus/acquired immunodeficiency syndrome

2001	Gender and all forms of discrimination, in particular racism, racial discrimination, xenophobia and related intolerance
2002	Eradicating poverty, including through the empowerment of women throughout their life cycle, in a globalizing world
2002	Environmental management and the mitigation of natural disasters
2003	Participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004	The role of men and boys in achieving gender equality
2004	Women's equal participation in conflict prevention, management and resolution and in post-conflict peacebuilding
2006	Enhanced participation of women in development: an enabling environment for achieving gender equality and the advancement of women, taking into account, inter alia, the fields of education, health and work
2006	Equal participation of women and men in decision-making processes at all levels
2007	Elimination of all forms of discrimination and violence against the girl child
2008	Financing for gender equality and the empowerment of women
2009	The equal sharing of responsibilities between women and men, including caregiving in the context of HIV/AIDS
2011	Access and participation of women and girls in education, training and science and technology, including for the promotion of women's equal access to full employment and decent work
2013	Elimination and prevention of all forms of violence against women and girls
2014	Challenges and achievements in the implementation of the Millennium Development Goals for women and girls

Executive Board decisions

2011/4	Least developed countries
2012/6	Regional architecture: administrative, budgetary and financial implications and implementation plan
2013/5	United Nations Entity for Gender Equality and the Empowerment of Women strategic plan, 2014-2017
2013/6	Integrated budget of the United Nations Entity for Gender Equality and the Empowerment of Women for the biennium 2014-2015

Programme 15

Economic and social development in Africa

Overall orientation

15.1 The overall objective of the programme is to promote inclusive and sustainable economic and social development in support of accelerating Africa's structural transformation, in line with the priorities and vision articulated in the African Union's Agenda 2063, the New Partnership for Africa's Development (NEPAD) programme and the internationally agreed development goals, including those contained in the United Nations development agenda beyond 2015 (as and when approved by the General Assembly) and the outcomes of other major United Nations conferences and international agreements concluded since 1992.

15.2 The mandate for the programme derives from Economic and Social Council resolution 671 A (XXV), by which the Council established the Economic Commission for Africa (ECA). This mandate has been further elaborated in a number of resolutions of the General Assembly and the Economic and Social Council, as well as the Commission itself. Further mandates have emanated from the African Union and the outcomes and decisions of major global conferences and summits, including the United Nations Conference on Sustainable Development in 2012 and resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. The decisions adopted at the forty-sixth session of the Commission, held in Abidjan in March 2013, and the twentieth ordinary session of the African Union Assembly of Heads of State and Government, held in Addis Ababa in January 2013, formed the basis for the present biennial programme plan. In March 2013, the ECA Conference of African Ministers of Finance, Planning and Economic Development adopted resolution 908 (XLVI), in which it endorsed a new strategic vision and orientation for the Commission, including an objective, new programme priorities and an organizational structure.

15.3 Many African economies have been growing steadily over the past decade, making remarkable progress in advancing economic and social development, including progress towards meeting some of the Millennium Development Goal targets by 2015. The growth momentum continued in 2013, with the growth in gross domestic product averaging 5 per cent, which is well above the world average, making the continent one of the fastest-growing regions of the world.

15.4 The current economic growth of Africa is not all positive. It is generally not accompanied by much-needed structural transformation and diversification and often does not translate into equitable human development and improved livelihoods for the majority of the people. Countries across Africa are becoming richer, but whole sections of society are being left behind. After a decade of buoyant growth, nearly 50 per cent of Africans still live in poverty. Wealth disparities are increasingly visible. The current pattern and quality of growth is unsustainable and could undermine the continent's chances of achieving transformation and sustainable development, as it leaves too many people in poverty, too many children hungry and too many young people without jobs. Unequal access to health, education, water, sanitation and other infrastructure is reinforcing wider inequality. Smallholder agriculture has not been part of the growth surge, leaving rural populations trapped in poverty and vulnerability. The deep, persistent and enduring inequalities in evidence across Africa have economic, social and political consequences. They weaken the bonds of trust and solidarity that hold societies together. Over the long run, they will undermine economic growth, productivity and the development of markets. They weaken confidence in Governments and institutions and create conditions for open conflict and social unrest, as the recent experience of some African countries has shown.

15.5 The central message is that economic growth alone is not enough. It must be accompanied by deliberate and proactive policies to reduce inequality and promote inclusion. Therefore, sustaining these positive trends and achieving inclusive growth and development is the overriding development policy challenge that African countries must address as an urgent priority. In order to realize this objective, several related challenges and constraints also need to be addressed, including achieving higher, sustained and equitable growth; investing in human development, including education, health, infrastructure and employment creation; boosting agriculture and food security; speeding up the pace of regional integration; promoting trade, including intra-African trade; and enhancing state and institutional capacity for improved economic management. Ensuring gender equality and building national statistical capacity should also remain top priorities. Resource mobilization is a critical cross-cutting challenge that must be addressed if Africa is to make progress in those areas. Sustaining the positive trends will also depend critically on a favourable international environment that supports the special needs of Africa, particularly with respect to climate change, international trade and enhancement of the continent's voice in key global decision-making forums and processes.

15.6 As a result of its recent restructuring, ECA has repositioned itself to respond to these developmental challenges. Consistent with its mandate and comparative advantage, the Commission's overall strategy for achieving the objectives of the programme will continue to centre on the nine interdependent and complementary subprogrammes approved by the General Assembly in its resolution 68/246 as part of the restructuring of ECA. The new strategic direction is aimed at retooling ECA to deploy its comparative advantages in support of Africa's efforts to overcome existing and emerging development challenges with a view to achieving inclusive and transformative development. Key features of the new programme orientation include the reorganization of the subprogrammes along thematic lines, which broadly reflect Africa's development priorities, and the realignment and clustering together of related activities both within and across subprogrammes to ensure the coherence of and complementarities in the programme.

15.7 The reorganization resulted in a reduction in the number of subprogrammes and a more strategic focus. The nine subprogrammes are focused on thematic or sectoral priorities that are key to the transformation of Africa, as follows: Macroeconomic policy; Regional integration and trade; Innovations, technologies and management of Africa's natural resources; Statistics; Capacity development; Gender and women in development; Subregional activities for development; Development planning and administration; and Social development policy. Special efforts have been made to ensure that the gender mainstreaming strategy of the Commission is reflected throughout the nine subprogrammes of the biennial programme plan.

15.8 While many of the priorities contained in the biennial programme plan for the period 2016-2017 reflect continuity in the direction of the work carried out by ECA in 2014-2015, a number of enhancements and refinements will be made to the programme in 2016-2017 to address important emerging issues in support of Africa's transformation. A key new feature of the present plan, therefore, is the implementation of the priorities of Agenda 2063 and the international development agenda beyond 2015 (as and when approved by the General Assembly).

15.9 The modalities for implementation will include a combination of policy research to generate knowledge, advocacy and consensus-building, and advisory services and technical cooperation. ECA will deliver those services through economic and social analyses and preparation of reports to monitor and track the progress of Africa on global and regional commitments; the formulation of policy recommendations, guidelines and standards to support policy dialogue; the organization of policy dialogue to facilitate consensus-building and the adoption of common regional positions on key issues; and the provision of technical assistance and capacity-building in the form of advisory services and training to disseminate best practices. The Commission will continue to ensure the high quality and impact of its outputs by strengthening its quality assurance processes.

15.10 Strategic partnerships will continue to be central to the implementation of the programme. In line with its new partnership strategy, ECA will leverage its comparative strengths to engage a wide range of partners from within and outside the United Nations system in order to maximize the impact of its work. To this end, the Commission will continue to be involved in the work of the Executive Committee on Economic and Social Affairs as the main vehicle for ensuring policy and operational coherence in United Nations development activities, as well as enhancing collaboration with United Nations Development Group entities. ECA will also continue to build on its existing partnerships with the African Union, the African Development Bank and other regional organizations, as well as with African civil society and private sector organizations. Inter-agency coordination and collaboration among United Nations agencies working in Africa will continue to be strengthened through the regional consultation mechanism of the agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels. In addition, it will work closely with other regional commissions to develop joint initiatives and inputs with a view to strengthening the regional dimension in global development. At the national level, ECA will work closely with the United Nations resident coordinator system to exploit the inherent strengths of the funds and programmes. Partnerships with other stakeholders, including the private sector, civil society, universities and research institutions, will be developed and enhanced.

15.11 As part of its continuing efforts to enhance organizational and development effectiveness and impact, ECA has put in place a programme accountability framework, with accountability for the delivery of results assigned to the various subprogrammes, as well as establishing a new evaluation policy. Both are under implementation and have been designed to review progress and achievement in a results-based environment, which is now fully institutionalized in ECA programming and evaluation processes. In this regard, the logical frameworks under each subprogramme have been reviewed and refined to make the indicators of achievement more measurable and to reflect the new strategic orientation of the Commission.

Subprogramme 1
Macroeconomic policy

Objective of the Organization: To accelerate Africa's economic transformation through the design, implementation and monitoring of development plans, policies and strategies for better economic management

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of member States to analyse and interpret development trends and design and implement macroeconomic policies and development plans that promote inclusive growth and structural transformation	(a) (i) Increased number of member States responding to surveys that rate the Commission's forecasting models, planning tools and knowledge products as "useful" or "very useful" in the design and implementation of macroeconomic policies and plans for inclusive growth and structural transformation (ii) Increased number of references in official documents to the analyses and policy recommendations of major ECA publications and reports, such as the *Economic Report on Africa*
(b) Enhanced capacity of member States to accelerate private sector development and mobilize domestic and external resources for transformative growth and development	(b) (i) Increased number of member States implementing policies, programmes and initiatives on private sector development that take into account the Commission's recommendations and advocacy work (ii) Increased number of member States that have developed mechanisms and initiatives for increased mobilization of domestic and/or external resources, including innovative financing mechanisms based on ECA recommendations and advocacy
(c) Enhanced capacity of member States to adopt good economic governance practices and standards for improved public sector management and service delivery	(c) Increased number of member States implementing policies, programmes and initiatives that reflect codes, standards and recommendations advanced by ECA for improved economic governance and management

Strategy

15.12 The responsibility for implementing the subprogramme lies with the Macroeconomic Policy Division. The main strategic focus of the subprogramme will be to accelerate the transformation of African countries from low- to middle-income status. An important element in this strategy is to engage in applied research to develop policy recommendations to support member States in the design of appropriate macroeconomic policies and programmes to achieve high-level, inclusive and environmentally sustainable growth, create employment opportunities, gender equality and women's empowerment and accelerate the process of economic development within a framework of good governance and stability.

15.13 The subprogramme will focus part of its research and analytical work on private sector development to foster economic growth, the creation of wealth and the reduction of inequality. In order to enhance the role of the private sector, particular emphasis will be placed on promoting investments and strengthening the financial sector by improving the governance structure and regulatory and institutional frameworks of financial institutions. Public-private partnership arrangements will also be examined with a view to assisting member States in formulating appropriate policies and incentives to attract private sector investments. In addition, policy papers will be produced that seek to support the efforts of member States to support the development of small and medium-sized enterprises.

15.14 To support the efforts of member States to revive planning, the Division will undertake normative and analytical work on development planning. Research will be geared towards supporting African countries in formulating and implementing policies and programmes for the efficient allocation of resources for production, investment and distribution with a view to accelerating inclusive economic growth.

15.15 The subprogramme will also focus on economic forecasting of key economic indicators of member States to support their planning efforts. The Division will develop forecasting models that will be disseminated through such knowledge products as the *Economic Report on Africa*, high-level conferences and policy seminars and regional and international economic modelling and forecasting networks, such as Project LINK, hosted by Department of Economic and Social Affairs of the Secretariat. The forecasting models will also be used in the preparation of country and subregional profiles.

15.16 The strategy will ensure that Africa's progress towards good economic governance is sustained to support its developmental agenda, including promoting policies and programmes for enhancing efficient and participatory public sector management. In this regard, the strategy will focus on research and capacity-building on measures for promoting good economic governance in Africa. A major priority area will be strengthening state capacity for development planning and management. In addition, the subprogramme will focus on strengthening capacity for the public sector, including measures for improving public financial management, budgetary and public investment policies at the national and local levels and the implementation of results-based management practices in the public policy cycle.

Subprogramme 2
Regional integration and trade

Objective of the Organization: To promote regional cooperation and integration among member States so as to tackle the challenges of structural transformation and strengthen Africa's role in the global economy through trade, investment, industry, agriculture and land management for inclusive and sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and regional economic communities to develop and implement policies and programmes to accelerate industrialization, with a focus on regional infrastructure, energy, regional value chains, food security and agriculture	(a) (i) Increased number of countries and regional economic communities using ECA policy measures and tools to design and implement policies and programmes on infrastructure, regional value chains, food security and agriculture in support of structural transformation and sustainable development
	(ii) Increased number of countries integrating industrialization, productive capacity and development concerns into their national development policies and planning frameworks
(b) Enhanced capacity of member States and regional economic communities to develop and implement policies and programmes in the areas of intra-African and international trade, and the creation of an environment conducive to attracting investments	(b) (i) Increased number of countries and regional economic communities that have developed and are implementing policies, programmes and institutional arrangements to boost intra-African trade, accelerate a regional free trade agreement and the Continental Free Trade Area and attract foreign direct investment and African cross-border investment
	(ii) Increased number of African countries participating in regional free trade areas and other regional trade arrangements that have harmonized their trade policies towards achievement of the Continental Free Trade Area
	(iii) Increased number of African countries benefiting from ECA assistance, including investment policy reviews, support in negotiating investment treaties and implementation of national policies attracting foreign direct investment

(c) Improved capacity of member States to design and implement land policies and programmes that ensure secure gender-equitable land rights and effective and efficient use and management of land for sustainable development	(c) Increased number of member States and regional economic communities implementing the ECA guidelines on land policy and other policy recommendations as reflected in various types of feedback

Strategy

15.17 The responsibility for implementing this subprogramme lies with the Regional Integration and Trade Division. To address the challenges of inclusive development and structural transformation in Africa, the work of the subprogramme will focus on policy research, consensus-building and the provision of advisory services in support of the efforts of member States, the African Union Commission and regional economic communities towards achieving structural transformation in Africa through trade, investment, industry, agriculture and land management for inclusive and sustainable development. Policy research, case studies and capacity-building programmes will be undertaken to boost African cross-border investments, intra-African trade and Africa's negotiating capacity in multilateral trade negotiations in the context of fostering the continent's integration. The subprogramme is oriented towards strengthening the role of African countries in world trade and the global economy by strengthening their capacity to formulate and implement trade policies and export development strategies. Through analysis and the preparation of recommendations, it will help stakeholders to face new challenges in intraregional trade, international trade, trade negotiations, regional integration and international economic relations. The subprogramme will also promote policy discussion and consensus-building on trade and investment issues.

15.18 The subprogramme will contribute to Africa's transformation agenda through the conduct of research and analytical work in support of the efforts of member States to implement the Action Plan for Accelerated Industrial Development for Africa, the Programme of Infrastructure Development in Africa and other initiatives in the areas of industrialization and infrastructure that promote regional integration as a strategy for economic development. Work will be guided by the African Union Commission's strategic plan (2014-2017) and will be carried out in close collaboration with the Commission, the African Development Bank and regional economic communities in developing relevant evidence-based policies for both industrialization and infrastructure development in Africa. In the area of agriculture and land management, the Division will undertake work focused on agriculture and rural transformation, regional value chains in strategic commodities, and land rights and land use management.

Subprogramme 3
Innovations, technologies and management of Africa's natural resources

Objective of the Organization: To promote the adoption and implementation of new initiatives with a view to advancing sustainable and equitable development in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States to nurture and harness new technologies and innovations for development	(a) (i) Increased number of national, subregional and regional initiatives aimed at harnessing new technologies and innovations for development in line with ECA policy recommendations (ii) Increased number of countries adopting policies or regulatory frameworks for harnessing new technologies and innovation based on national or ECA research and advocacy work
(b) Enhanced capacity of member States to formulate and implement policy reforms with a focus on the most innovative sectors to foster a green economy in the context of sustainable development and poverty eradication	(b) Increased number of countries that have formulated or implemented policy reforms, in line with ECA recommendations and with a focus on the most innovative sectors, to foster a green economy in the context of sustainable development and poverty eradication in line with ECA recommendations
(c) Enhanced capacity of member States and other stakeholders to formulate and implement policies, strategies and regulatory frameworks for the management of mineral resources in line with the Africa Mining Vision	(c) Increased number of member States assisted by ECA that have launched strategies, plans of action and policy initiatives for the management of mineral and other natural resources in line with the Africa Mining Vision and/or their national policies
(d) Improved capacity of member States and other stakeholders to implement and integrate climate change adaptation approaches into key sectoral and national development policies, strategies and programmes to reduce vulnerability and strengthen resilience to impacts	(d) Increased number of member States that have integrated and are implementing climate change approaches as a result of ECA support

Strategy

15.19 The responsibility for implementing this subprogramme lies with the Special Initiatives Division. The strategy will focus mainly on research, policy development and analytical work to support member States in the following areas: (a) promoting the use of social, economic and environmental innovations and technological systems; (b) developing mineral resources in the context of the Africa Mining Vision; (c) advocating policy-relevant research and analysis to inform the formulation and implementation of policies to foster a green economy in the context of sustainable development and poverty eradication and realize optimal benefits from Africa's natural resource endowments; and (d) addressing climate change challenges.

15.20 Within the framework of the African Union's "Vision 2063" and NEPAD priorities, the Division will conduct research and analytical work to help member States to adopt new technologies and innovation policies and strategies needed to build the technical competencies and entrepreneurial capacity to innovate as well as to put in place efficient mechanisms to acquire appropriate technologies. The subprogramme will also continue to support gender-sensitive strategies for building and sustaining the African digital economy and creating an enabling environment for a knowledge economy to support African countries in formulating, implementing and evaluating policies and strategies in new technologies and innovation.

15.21 The subprogramme will focus on policy research and analytical work in the area of mineral resources development. The newly established African Minerals Development Centre will support the implementation of the "Africa Mining Vision" to enable the continent to integrate the mining sector into its social and economic development processes. The Centre will provide capacity-building and advisory services to regional economic communities and member States in key areas of the mineral sector, including governance and the promotion of economic linkages.

15.22 The subprogramme will carry out policy-relevant research and analysis on the implications of the green economy paradigm for Africa's development in the context of sustainable development and poverty eradication. Emphasis will also be placed on promoting and supporting the effective, coherent and coordinated implementation of the sustainable development agenda of the United Nations, including the outcomes of the United Nations Conference on Sustainable Development, the Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States at the national, subregional and regional levels.

15.23 Through the African Climate Policy Centre, the subprogramme will continue to provide assistance to member States and other stakeholders in addressing the challenges of adapting to climate change. It will undertake research and analytical work to enhance resilience to the impacts of climate change to further sustainable development. The Centre will also continue to strengthen the capacity of African countries to participate more effectively in international climate negotiations and to gain access to climate finance.

Subprogramme 4
Statistics

Objective of the Organization: To improve the production, dissemination and use of quality statistics for evidence-based planning and policymaking in support of Africa's structural transformation and sustainable development agenda

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of member States to routinely collect, compile, store, analyse, disseminate and use official statistics and indicators in the economic, social, demographic and environmental fields to produce high-quality data, including data disaggregated by sex, for policymakers and the public in general	(a) (i) Increased number of countries supported by ECA in the implementation of a National Strategy for the Development of Statistics in accordance with international statistical standards and practices (ii) Increased number of countries adopting statistical strategies and guidelines, including by developing plans of action for the improvement of civil registration and vital statistics systems under the framework of the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics and the 2008 System of National Accounts
(b) Improved availability of quality and harmonized statistics for development in the ECA databank	(b) (i) Increased number of countries with at least 3 data points and 10 indicators since 2005 in accordance with international recommendations and standards for monitoring development goals for which data time series exist in the ECA databank (ii) Increased percentage of users that express, through user surveys, satisfaction with the quality, coverage and timeliness of data contained in the ECA databank (iii) Increased number of downloads from the African Statistical Yearbook and the African statistical database, the ECA consolidated online repository of economic, social and environmental databases in Africa

Strategy

15.24 The responsibility for implementing the subprogramme lies with the African Centre for Statistics. Given the interdisciplinary nature of statistics, the Centre will work in close collaboration with all other ECA divisions and offices, particularly the data centres in the subregional offices.

15.25 By scaling up the use of modern technology, the subprogramme will strive to increase the statistical capacity of African countries to collect and use quality, comparable and harmonized statistics to: (a) monitor progress towards the implementation of national, regional and international development goals; and (b) support regional integration, including the harmonization of methods for censuses, surveys, economic classifications and development indicators in line with international methodologies.

15.26 In the first instance, the subprogramme will provide adequate support to African countries in their efforts to improve their statistical operations, including conducting censuses and surveys and making the data and information products available to users promptly. Special attention will be given to the efficient use of administrative data, which are necessary for producing gender statistics, evidence-based service delivery procedures and monitoring of progress towards the achievement of internationally agreed development goals.

15.27 The subprogramme will continue to play a leading role in the implementation of the Reference Regional Strategic Framework for Statistical Capacity-building in Africa and in the provision of support to countries in the design and implementation of their national strategies for the development of statistics. It will also continue its role in the implementation of the African Charter on Statistics and the strategy for the harmonization of statistics in Africa, which emphasize the need for comparable statistics for regional integration. Improved quality and comparable statistical data will be collected continuously to populate the ECA statistical database. To do this, the Centre will work with national statistical offices to implement modern data-collection practices using modern communications technology tools and methodologies to facilitate data capture.

15.28 The strategy will include: (a) methodological work, including the production of handbooks and guidelines; (b) the implementation of field projects; (c) advocacy campaigns to address institutional issues and the design of national strategies for the development of statistics; (d) the dissemination of information and best practices; and (e) the provision of technical assistance. Particular emphasis will be placed on developing manuals for producing harmonized statistics and supporting the statistical working groups dealing with issues of: (a) the harmonization of price statistics; (b) national accounts statistics; (c) trade and public finances; (d) data development in pilot countries; (e) the maintenance of databases; (f) advocacy; (g) gender mainstreaming; and (h) institution-building. The subprogramme will coordinate with United Nations organizations such as the Statistics Division of the Department of Economic and Social Affairs, the African Union Commission, the African Development Bank and other relevant international organizations. It will promote statistical harmonization and collaboration through the meetings of the Statistical Commission for Africa.

Subprogramme 5
Capacity development

Objective of the Organization: To strengthen the capacity of member States, pan-African institutions, regional economic communities and other intergovernmental organizations to formulate, implement and monitor evidence-based policies and programmes at the national, subregional and regional levels in support of Africa's development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of the African Union to implement, monitor and evaluate the priorities and programmes of its organs and institutions	(a) (i) Increased number of projects or programmes executed with the support of ECA in the context of the implementation of the priorities and programmes of African Union organs and institutions
	(ii) Increased number of States members of the African Union or relevant officials of the African Union Commission expressing satisfaction with the support provided in the servicing of the intergovernmental process, including the quality of reports and the implementation of resulting recommendations
	(iii) Increased support for the development of the post-Ten-Year Capacity-Building Programme plan for the United Nations partnership with the African Union
(b) Strengthened capacity of member States, pan-African institutions, regional economic communities and intergovernmental organizations to formulate and implement policies and programmes for the advancement of the development agenda of Africa in the context of the African Union's Agenda 2063 and the international development agenda beyond 2015 (as and when approved by the General Assembly)	(b) Increased number of member States, pan-African institutions, regional economic communities and intergovernmental organizations supported, upon their request, through capacity development, to formulate and implement policies and programmes in support of the African development agenda

Strategy

15.29 The responsibility for implementing the subprogramme lies with the Capacity Development Division. As a contribution towards structural transformation in Africa, the strategy will focus on translating ECA research and analytical work into operational activities for capacity development to maximize the impact of ECA interventions. In this regard, the subprogramme will provide policy advisory services to national, subregional and regional institutions and assist them in the formulation of strategies, programmes and projects.

15.30 The subprogramme will be geared towards strengthening the capacity of the African Union and its organs, including the NEPAD Planning and Coordinating Agency, the secretariat of the African Peer Review Mechanism and the regional economic communities in deepening and advancing the African Union's agenda of continental integration within the context of Agenda 2063. The strategy will also focus on strengthening the capacity of African countries and their development organizations in formulating and implementing appropriate policies and programmes for achieving the African development goals and the internationally agreed development goals beyond 2015 (as and when approved by the General Assembly).

15.31 The subprogramme will also provide direct technical support to the NEPAD priority areas, the African Peer Review Mechanism process and its secretariat and participating countries in order to foster African ownership and leadership of the African development agenda. In addition, the subprogramme will scale up its assistance to member States in the implementation of the African Peer Review Mechanism, particularly in building and maintaining a credible database on relevant information as well as supporting the governance architecture of the African Union.

15.32 Inter-agency coordination and collaboration among United Nations agencies working in Africa will be coordinated through the regional coordination mechanism of United Nations agencies in support of the Ten-Year Capacity-Building Programme for the African Union beyond 2016 and the African Union's strategic plans and priorities, including its NEPAD programme, at the regional and subregional levels. In addition, the subprogramme will take the lead in coordinating and convening the annual meetings of the regional coordination mechanism for Africa of United Nations agencies working in Africa.

15.33 The subprogramme will provide technical assistance and other capacity-development support in response to specific requests from member States, regional economic communities and other intergovernmental organizations, upon request, to enhance technical, human and institutional capacity at the country, subregional and regional levels. Capacity development in the period 2016-2017 will be focused on the following key strategic priorities: macroeconomic analysis, industrialization, development planning and natural resources management.

Subprogramme 6
Gender and women in development

Objective of the Organization: To promote gender equality and women's empowerment as a key dimension of Africa's structural transformation in the context of global and regional commitments on gender equality

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States and regional economic communities to implement and report on progress on gender equality and women's empowerment as well as to address emerging issues that have an impact on women and girls	(a) (i) Increased number of member States and regional economic communities that report progress in the implementation of policies and programmes on gender equality and women's empowerment in line with global and regional commitments

	(ii) Increased number of member States and other stakeholders reporting that they have benefited from ECA support in the implementation of global and regional commitments on gender equality and women's empowerment
(b) Strengthened capacity of member States and regional economic communities to mainstream gender and women's concerns into national policies and programmes	(b) (i) Increased number of member States, regional economic communities and institutions that make use of the tools and knowledge products for gender mainstreaming developed by the subprogramme
	(ii) Increased number of member States and regional economic communities adopting and implementing gender-responsive programmes, policies and strategies in the areas of women's economic empowerment, women's rights and the social sector using the tools and knowledge generated by the subprogramme
	(iii) Increase in the number of initiatives taken by ECA to incorporate gender perspectives in their work with support from the subprogramme

Strategy

15.34 The responsibility for implementing the subprogramme lies with the African Centre for Gender. The strategy will also include enhancing collaboration between the Centre and other ECA divisions and offices to better implement an effective gender mainstreaming strategy within the Commission and to integrate a gender perspective in the programmes of work of ECA.

15.35 During the period 2016-2017, the subprogramme will enhance its support to member States and regional economic communities to adopt and implement gender-responsive policies, programmes and strategies to accelerate the achievement of gender equality. Its interventions will primarily target national gender machineries and work strategically with other line ministries to mainstream gender perspectives in other sectors.

15.36 The subprogramme will conduct evidence-based research in the areas of women's economic empowerment using existing tools, such as the African Gender and Development Index, and develop new knowledge products such as country gender profiles. The tools will be used to monitor the performance of member States in meeting their gender equality commitments. The implementation strategy will also include the use of the ECA "solution exchange" platform to strengthen outreach to member States, reinforce gender mainstreaming efforts and facilitate the sharing of best practices.

15.37 To support the implementation of its activities, the subprogramme will continue to enhance its partnership with the African Union Commission, regional economic communities, the African Development Bank and other relevant organizations of the United Nations system. In particular, the subprogramme will strengthen joint activities with UN-Women and define a clear partnership strategy to foster and strengthen relationships with other partners, civil society, academia and research institutions.

Subprogramme 7
Subregional activities for development

Component 1
Subregional activities in North Africa

Objective of the Organization: To strengthen the capacity of member States, regional economic communities and intergovernmental organizations to formulate evidence-based policies to support structural transformation for inclusive and sustainable development in North Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States in the North Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management at the national and subregional levels	(a) Increased number of country profiles produced or updated in support of evidence-based planning, policymaking and better economic management at the national and subregional levels
(b) Enhanced capacity of member States to address economic, social and environmental development issues in the region and subregion in collaboration with the Arab Maghreb Union and enhanced subregional cooperation and dialogue among member States	(b) Increased number of initiatives designed or implemented by member States, the Arab Maghreb Union and other subregional intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration

Strategy

15.38 Component 1 of subprogramme 7 will be implemented by the subregional office for North Africa, which covers the following seven member States: Algeria, Egypt, Libya, Mauritania, Morocco, Sudan and Tunisia. The strategy applied under the subprogramme will focus on internationally and regionally agreed development goals, including the post-2015 development goals (as and when approved by the General Assembly), as well as the outcome of the United Nations Conference on Sustainable Development. In addition, the subprogramme will focus on boosting intra-African cooperation and trade.

15.39 The subprogramme will strengthen the capacity of countries to formulate strategies and policies to promote innovative approaches to ensure structural transformation. The subprogramme will also undertake extensive data collection for deeper analytical work and recommend policy options to member States. It will further strengthen multisectoral and interdisciplinary analysis, the processing and systematization of data for the maintenance of the ECA common database and the development of analytical models. The development of country profiles will be the main task of the subprogramme.

15.40 The establishment of the Continental Free Trade Area by 2017 and the implementation of the action plan for boosting intra-African trade will require specific analytical work to support North African countries. Other issues will have significant relevance for the subregion, such as demographic trends for urbanization and the question of territorialization. Youth and gender-related activities will continue to receive attention under the subprogramme.

15.41 The subregional office will continue to work in close collaboration with national stakeholders and regional institutions in order to strengthen their capacity through the provision of advisory services, training and internships and the organization and promotion of forums to facilitate policy dialogue and the exchange of best practices and lessons learned.

15.42 The main beneficiaries of the subprogramme will be government authorities and officials of the countries of the region, civil society entities, academic and private sector institutions and subregional entities, in particular the Arab Maghreb Union.

15.43 The visibility of the work and major achievements of the subregional office will be enhanced through a vibrant outreach programme, including more active engagement with the member States, continuous updating and development of the website and databases of ECA, wide dissemination of its main publications and findings and participation in key forums involving relevant stakeholders both within and outside the subregion.

Component 2
Subregional activities in West Africa

Objective of the Organization: To strengthen the capacity of member States, regional economic communities and intergovernmental organizations to formulate evidence-based policies to support structural transformation for inclusive and sustainable development in West Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States in the West Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management at the national and subregional levels	(a) Increased number of country and subregional profiles produced or updated in support of evidence-based planning, policymaking and better economic management at the national and subregional levels
(b) Strengthened capacity of member States in the West Africa subregion, regional economic communities and intergovernmental organizations to accelerate the implementation of subregional initiatives in support of their development efforts	(b) (i) Increased number of new subregional initiatives (including policy recommendations) adopted and being implemented by member States, regional economic communities and intergovernmental organizations as a result of ECA support

(ii) Increased number of policy recommendations and advisory services rendered to post-conflict countries

Strategy

15.44 Component 2 of subprogramme 7 will be implemented by the subregional office for West Africa, which covers the following 15 countries: Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo. The strategy will focus on the provision of support to member States and regional economic communities in meeting internationally agreed development goals, such as the post-2015 development goals (as and when approved by the General Assembly), as well as the outcome of the United Nations Conference on Sustainable Development. In addition, the subprogramme will organize consultations with countries in the subregion on the African Union's Agenda 2063.

15.45 The subprogramme helps to strengthen the capacity of member States to formulate strategies and policies to promote innovative approaches to structural transformation. The subprogramme will undertake the collection of data as a basis for insightful analytical work and will recommend policy options for consideration by member States. The subprogramme will further strengthen multisectoral and interdisciplinary analysis, the processing and systematization of data for the maintenance of the ECA common database and the development of analytical models.

15.46 The component will work with the African Centre for Statistics in providing adequate support to member States in the subregion in their efforts to improve their statistical operations. The office will develop and maintain a subregional repository of statistical information to feed the common databank at headquarters and to support all analytical and research needs of the Commission.

15.47 The establishment of the Continental Free Trade Area by 2017 and the implementation of an action plan for boosting intra-African trade will require specific analytical work to support West African countries' preparations, including building synergies between interventions of the West African Economic and Monetary Union and the Economic Community of West African States. Urbanization, demographic issues and political stability will also receive particular attention under the subprogramme during the period.

15.48 As part of its special initiatives component, the subregional office will undertake evidence-based research to support the implementation of sustainable social and economic development policies. It will also promote efforts in the areas of climate change, international migration, trade and infrastructure while strengthening its relations with the Economic Community of West African States and the West African Economic and Monetary Union. The office will continue to work closely with other stakeholders, as well as the NEPAD secretariat and the African Development Bank.

Component 3
Subregional activities in Central Africa

Objective of the Organization: To strengthen the capacity of member States, regional economic communities and intergovernmental organizations to formulate evidence-based policies to support structural transformation for inclusive and sustainable development in Central Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States in the Central Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management at the national and subregional levels	(a) Increased number of country and subregional profiles produced or updated in support of evidence-based planning, policymaking and better economic management at the national and subregional levels
(b) Strengthened capacity of member States, the Central African Economic and Monetary Community and the Economic Community of Central African States to accelerate the implementation of regional and subregional initiatives	(b) (i) Increased number of regionally agreed initiatives designed or implemented by the Central African Economic and Monetary Community and the Economic Community of Central African States with assistance from ECA
	(ii) Increased number of policy recommendations and advisory services rendered to post-conflict countries

Strategy

15.49 Component 3 of subprogramme 7 will be implemented by the subregional office for Central Africa, which covers the following seven countries: Cameroon, Central African Republic, Chad, Congo, Equatorial Guinea, Gabon, and Sao Tome and Principe. The office will implement its programme of work in close cooperation with various divisions in ECA, in particular the African Centre for Statistics. The implementation strategy will focus on providing adequate support to member States in the subregion in their efforts to improve their statistical operations and increasing the availability of data and information products. In this regard, the component will work in close collaboration with national statistical agencies to collect a large variety of statistics, including data on monitoring internationally agreed development goals, censuses, surveys, and economic classification and development indicators. With the assistance of the African Centre for Statistics, ECA, using modern technologies and its technical skills, will assist member States in collecting, processing and using quality, comparable and harmonized statistics.

15.50 Through the production of country profiles, the component will provide member States with policy advice in support of their development agendas. The country profiles will include research, analysis, forecasts, indicators and trends with respect to a variety of statistics on output, trade, governance, mining, agriculture, macroeconomics, monetary and financial variables, remittances and other key socioeconomic variables.

15.51 The special initiatives will reflect the priorities defined by the regional economic communities in their efforts to advance post-conflict recovery, regional integration and economic, social and environmental development. The component will assist regional economic communities and member States in formulating and implementing programmes and activities in line with NEPAD priorities, the post-2015 development agenda (as and when approved by the General Assembly) and structural transformation. The implementation strategy will include building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations as well as maintaining the subregional repository of statistical information to feed into the common databank and to support all of the analytical and research needs of the Commission. This will require close consultation with regional economic communities and the strengthening of partnerships with United Nations agencies and other stakeholders, including the private sector and civil society, and with regional intergovernmental organizations, including the African Development Bank, the African Union Commission, the NEPAD secretariat, the Central African States Development Bank and the Bank of Central African States, for better synergy in order to increase the effectiveness and impact of ECA activities. The subregional coordination mechanism convened by the office will be used as a formal consultation platform.

Component 4
Subregional activities in East Africa

Objective of the Organization: To strengthen the capacity of member States, regional economic communities and intergovernmental organizations to formulate evidence-based policies to support structural transformation for inclusive and sustainable development in East Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States in the East Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management at the national and subregional levels	(a) (i) Increased number of country and subregional profiles produced or updated in support of evidence-based planning, policymaking and better economic management at the national and subregional levels
	(ii) Increased number of policy dialogues and communities of practice
(b) Strengthened capacity of East African member States and regional organizations to implement subregional initiatives in support of their development priorities	(b) (i) Increased number of subregional initiatives designed and implemented by East African organizations with assistance from ECA
	(ii) Increased number of policy recommendations and advisory services rendered to post-conflict countries and small island States

Strategy

15.52 Responsibility for implementing component 4 of subprogramme 7 lies with the subregional office for East Africa, which covers the following 14 countries: Burundi, Comoros, Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, South Sudan, Uganda and United Republic of Tanzania. In fulfilment of its objective and expected accomplishments, the office will undertake policy research and scale up the production of country and subregional profiles with a view to enhancing leadership and ownership of the structural economic and social transformation agenda in the East Africa subregion. Furthermore, the office will work in close collaboration with the African Centre for Statistics and national statistical offices with a view to strengthening country statistics and continental data as basis for sound development planning.

15.53 As part of the capacity-building strategy of ECA, targeted and multidisciplinary advisory and capacity-development support will be provided to a select number of priority member States (post-conflict countries, small island States), regional economic communities and intergovernmental organizations to accelerate the implementation of high-impact subregional initiatives in line with the post-2015 development goals (as and when approved by the General Assembly) and the African Union's Agenda 2063. ECA will foster innovative partnerships with regional and national think tanks, non-governmental organizations and private sector organizations to generate better results and economies of scale.

15.54 Policy positioning and dialogue will be championed as part of ECA advocacy, knowledge facilitation and management. United Nations system-wide synergies, inter-agency collaboration, joint planning and programme implementation will be scaled up in the context of the subregional coordination mechanism for eastern and southern Africa.

Component 5
Subregional activities in Southern Africa

Objective of the Organization: To strengthen the capacity of member States, regional economic communities and intergovernmental organizations to formulate evidence-based policies to support structural transformation for inclusive and sustainable development in Southern Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States, the Common Market for Eastern and Southern Africa and the Southern African Development Community to produce and disseminate quality and timely statistics for evidence-based planning, policymaking and improved economic management at the national and subregional levels	(a) Increased number of country and subregional profiles produced or updated in support of evidence-based planning, policymaking and better economic management at the national and subregional levels

(b) Strengthened capacity of the Southern African member States, the Common Market for Eastern and Southern Africa and the Southern African Development Community to accelerate the implementation of subregional initiatives in support of their development efforts	(b) Increased number of regionally agreed initiatives implemented by member States, the Common Market for Eastern and Southern Africa and the Southern African Development Community with assistance from ECA

Strategy

15.55 Responsibility for implementing component 5 of subprogramme 7 lies with the subregional office for Southern Africa, which covers the following 11 countries: Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. The component will work closely with African Centre for Statistics in using modern technologies to collect, compile and use quality, comparable and harmonized statistics pertaining to the subregion and to develop and maintain a subregional repository of statistical data to feed into the common databank and support all analytical and research needs of ECA. The office will work with the African Centre for Statistics in providing adequate support to member States in the subregion in their efforts to improve their statistical operations.

15.56 The component will also concentrate on producing country profiles aimed at providing policy advice in support of the development agenda of member States. Furthermore, the component will convene meetings and provide technical support and advisory services focusing on special initiatives for the subregion to member States, the Common Market for Eastern and Southern Africa, the Southern African Development Community and other subregional organizations with a view to improving their capacity for regional integration in relation to emerging issues and areas of priority to Southern Africa. This will include supporting programmes and activities carried out under the special initiatives, focusing on the formulation of policy papers geared towards supporting the implementation of the social and economic development priorities of regional economic communities in the context of the subregional coordination mechanism, NEPAD and achievement of internationally agreed development goals, including the post-2015 development goals (as and when approved by the General Assembly).

15.57 Special attention will be devoted to building and maintaining knowledge and information networks for harnessing and disseminating best practices to member States and their organizations. The subregional office will also strengthen and explore partnerships with United Nations agencies and other development partners operating in the subregion to increase the effectiveness and impact of ECA interventions and activities in Southern Africa.

Subprogramme 8
Development planning and administration

Objective of the Organization: To improve public sector management and development planning in support of economic and social transformation in Africa through training and other capacity-development activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member States for results-oriented development planning, including sectoral policy design and planning, urban and regional planning and decentralized planning	(a) (i) Increased number of countries, ministerial departments and subnational units adopting and applying appropriate planning approaches and policies for the attainment of their strategic goals and objectives in line with the subprogramme's guidelines and recommendations (ii) Increased number of national and/or subnational public sector departments and institutions in the Africa region deploying new policies, approaches and tools for development planning and implementation in line with guidelines and recommendations emanating from the interventions of the subprogramme (iii) Increased number of participants acknowledging that they have benefited from the training activities of the subprogramme aimed at improving their work in development planning, public administration and results-based management
(b) Strengthened capacity of member States to develop and deploy better approaches to economic policy formulation, management, monitoring and evaluation	(b) Increased number of countries adopting new or enhanced approaches to development policy formulation and management in line with the recommendations of the subprogramme

Strategy

15.58 Responsibility for the implementation of the subprogramme lies with the African Institute for Economic Development and Planning, which acts as the training arm of ECA and is a premier capacity-development resource for African Governments. Consequently, the Institute will work in close coordination with other ECA divisions and subregional offices and centres, considering the importance of capacity development in its various dimensions in the region as a guiding, articulating principle. The subprogramme will coordinate with the African Centre for Gender to include a gender perspective in its work.

15.59 In the context of the revival of development planning and in view of the stated objectives of most African countries of taking advantage of contemporary economic growth to achieve within a generation emerging market and/or middle-income status along with the requisite social policy frameworks for redressing poverty and inequality, the work of the Institute assumes a new level of importance and relevance.

15.60 The strategy to be followed will take into account the emerging demands of member States and in particular the priorities of the African Union, as reflected in its Agenda 2063. The activities to be implemented by the Institute will include comprehensive training and technical cooperation services for Governments and other relevant stakeholders, applied research and the development of knowledge networks among stakeholders, particularly those relating to public sector performance in the region. The Institute will undertake significant new initiatives in order to consolidate its position as the premier training centre in the areas of planning and public management in the region.

15.61 Strategically, the Institute aims to contribute to expanding the capacity of African countries to autonomously deploy development-planning tools to achieve the core goal of structurally transforming their economies and societies. To this end, the Institute is investing heavily in the expansion of its capacity-development/renewal/upgrading, advisory and policy dialogue programmes and activities targeted at the mid-career and senior officials of African Governments, with special attention to the next generation of younger professionals and female staff members. It will expand its global partnerships, including through collaboration with African universities and think tanks, with a view to enhancing its capacity to deliver decentralized courses across Africa. Furthermore, online and e-learning opportunities will be provided to officials of member States in order to enhance programme scale, reach, presence and impact, as well as to promote a culture of continuous learning and retooling. Opportunities for tailor-made capacity-renewal and enhancement interventions will be explored, and efforts will be made to build interfaces between public sector managers and leaders and relevant actors from the private sector and civil society.

Subprogramme 9
Social development policy

Objective of the Organization: To promote inclusive and equitable sustainable human and social development for transformation in Africa

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of member States to mainstream social development concerns into policies and strategies, with particular emphasis on employment, social protection, population, youth and ageing issues, including their gender dimensions	(a) (i) Increased number of member States with policies and programmes that reflect key social development concerns, including employment, social protection, population, youth and ageing issues, including their gender dimensions

	(ii) Increased number of States reporting that they found ECA publications, policy recommendations and best practices databases useful in mainstreaming social development issues into their overall national development policies, plans and programmes
(b) Increased capacity of member States to improve or reform urban policies and programmes that are supportive of inclusive development, with particular focus on increased employment, economic opportunities and enhanced livelihoods, including the integration of urban policies in national development programmes	(b) (i) Increased number of member States that have adopted urban policies and programmes that are supportive of inclusive development, with particular focus on increased employment, economic opportunities and enhanced livelihoods
	(ii) Increased number of countries utilizing ECA policy recommendations and tools to mainstream urban policies into their national development policies and programmes

Strategy

15.62 The responsibility for the implementation of the subprogramme lies with the Social Development Policy Division. The strategy of the subprogramme will focus on the following three areas: employment and social protection; population; and urbanization. Emphasis will also be placed on the building of inclusive societies through the monitoring of the implementation of various international and regional agreements and instruments by member States, including, notably, those on youth, population, ageing, indigenous peoples, persons with disabilities and migration, as well as people who have been affected by natural disasters, climate change and conflicts.

15.63 The strategy will focus on applied research, analysis and dissemination of results on social policy options, strategies and programmes as a basis for decision-making by member States. Good practices on social protection systems, social policy options, strategies and programmes will be analysed for the purpose of adaptation and wider replication. In addition, the strategy will focus on evidence-based research and policy dialogue on social development with a view to improving the social indicators of African countries.

15.64 During the biennium, the subprogramme will also undertake policy research on population movements, including internal and international migration, population displacement and redistribution and their linkages to economic and social development to support member States in integrating population movements and migration into their national development plans and strategies.

15.65 Given the rise in urbanization in most African countries, the subprogramme will focus its research and normative and analytical work on the challenges of urban management, including such issues as infrastructure gaps, access to services, urban slums, water and sanitation, environment and housing. The subprogramme will produce policy papers on the financial sustainability of urban areas and the capacity of African countries to manage urbanization.

Legislative mandates

55/2	United Nations Millennium Declaration
57/144	Follow-up to the outcome of the Millennium Summit
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
58/142	Women and political participation
58/220	Economic and technical cooperation among developing countries
58/269	Strengthening of the United Nations: an agenda for further change
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
60/1	2005 World Summit Outcome
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa
64/215	Legal empowerment of the poor and eradication of poverty
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
64/237	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
65/173	Promotion of ecotourism for poverty eradication and environment protection
65/175	Industrial development cooperation
65/214	Human rights and extreme poverty
65/218	Enhancement of international cooperation in the field of human rights

65/240	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of the follow-up to the Durban Declaration and Programme of Action
65/263	Cooperation between the United Nations and the International Organization of la Francophonie
65/274	Cooperation between the United Nations and the African Union
65/278	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020
65/284	New Partnership for Africa's Development: progress in implementation and international support
66/137	United Nations Declaration on Human Rights Education and Training
66/214	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
66/222	International Year of Family Farming, 2014
66/224	People's empowerment and development
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/145	Strengthening collaboration on child protection within the United Nations system
68/158	The right to development
68/168	Globalization and its impact on the full enjoyment of all human rights
68/177	The right to food
68/198	Information and communications technologies for development
68/199	International trade and development
68/204	Follow-up to the International Conference on Financing for Development

68/208	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea
68/209	Agricultural technology for development
68/210	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
68/220	Science, technology and innovation for development
68/222	Development cooperation with middle-income countries
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/226	Second United Nations Decade for the Eradication of Poverty (2008-2017)
68/227	Women in development
68/228	Human resources development
68/230	South-South cooperation
68/233	Agriculture development, food security and nutrition
68/234	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners

Economic and Social Council resolutions and decisions

1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
1999/5	Poverty eradication and capacity-building
2004/246	Regional cooperation
2007/4	Review of the intergovernmental machinery of the Economic Commission for Africa
2007/33	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2009/6	Joint United Nations Programme on HIV/AIDS (UNAIDS)
2009/19	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

2009/20	Social dimensions of the New Partnership for Africa's Development
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime
2009/29	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in light of relevant General Assembly resolutions, including resolution 61/16
2009/32	African countries emerging from conflict
2011/6	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2011/7	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2011/8	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
2012/8	Social dimensions of the New Partnership for Africa's Development
2013/9	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2013/10	Science, technology and innovation for development
2013/26	Social dimensions of the New Partnership for Africa's Development
2013/44	Follow-up to the International Conference on Financing for Development

Economic and Social Council ministerial declaration

2009	Ministerial declaration on implementing the internationally agreed goals and commitments in regard to global public health

Economic Commission for Africa resolutions and decision

844 (XXXIX)	Repositioning ECA to better respond to Africa's priorities
868 (XLIII)	Review of progress towards achieving the Millennium Development Goals in Africa
853 (XL)	Review of the intergovernmental machinery of the Economic Commission for Africa
862 (XLII)	Enhancing domestic resource mobilization
865 (XLII)	Global financial and economic crisis

866 (XLII)	Millennium Development Goals
870 (XLIII)	Climate change and development in Africa
872 (XLIII)	Promoting high-level sustainable growth to reduce unemployment in Africa
878 (XLIII)	Initiatives for Africa's development
881 (XLIV)	Enhancing United Nations support towards accelerating the implementation of the Ten-Year Capacity-Building Programme for the African Union and the programme of the New Partnership for Africa's Development
883 (XLIV)	African risk capacity: a pan-African risk pool
885 (XLIV)	Health financing in Africa
886 (XLIV)	Illicit financial flows
907 (XLVI)	Industrialization for an emerging Africa
908 (XLVI)	Refocusing and recalibrating the Economic Commission for Africa to support Africa's structural transformation
476 (XXI)	Decision on the development of the African Union Commission strategic plan 2014-2017 and the AU Agenda 2063
909 (XLVI)	Realizing and harnessing the demographic dividend in Africa
910 (XLVI)	African common position on the post-2015 development agenda
911 (XLVI)	Statistics and statistical development

Subprogramme 1
Macroeconomic policy

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development
54/128	Action against corruption
54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing count
54/204	Business and development
60/34	Public administration and development
61/214	Role of microcredit and microfinance in the eradication of poverty
62/7	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies

64/82	Follow-up to the International Year of Human Rights Learning
64/116	The rule of law at the national and international levels
64/148	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
65/75	Preventing and combating illicit brokering activities
65/94	The United Nations in global governance
65/123	Cooperation between the United Nations, national parliaments and the Inter-Parliamentary Union
65/146	Innovative mechanisms of financing for development
65/169	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the sources of origin, consistent with the United Nations Convention against Corruption
65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries
65/313	Follow-up to the Conference on the World Financial and Economic Crisis and Its Impact on Development
65/314	Modalities for the fifth High-level Dialogue on Financing for Development
66/130	Women and political participation
66/152	Enhancement of international cooperation in the field of human rights
66/163	Strengthening the role of the United Nations in enhancing periodic and genuine elections and the promotion of democratization
66/169	National institutions for the promotion and protection of human rights
66/187	International financial system and development
66/189	External debt sustainability and development
66/191	Follow-up to the International Conference on Financing for Development
66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions

66/210	Role of the United Nations in promoting development in the context of globalization and interdependence
66/288	The future we want

Economic and Social Council resolutions

2004/64	International Conference on Financing for Development
2005/3	Public administration and development
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all
2007/30	Follow-up to the International Conference on Financing for Development
2009/23	Support for the development and implementation of the regional programmes of the United Nations Office on Drugs and Crime
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime
2009/31	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2009/33	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2011/9	Programme of Action for the Least Developed Countries for the Decade 2011-2020
2011/43	Support to the Republic of South Sudan
2012/8	Social dimensions of the New Partnership for Africa's Development

Economic Commission for Africa resolutions

848 (XL)	Financing for development
862 (XLII)	Enhancing domestic resource mobilization
865 (XLII)	Global financial and economic crisis
869 (XLIII)	Africa regional review of implementation of the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010
876 (XLIII)	Establishment of African financial institutions
879 (XLIV)	Governing development in Africa: the role of the State in economic transformation
886 (XLIV)	Illicit financial flows

Subprogramme 2
Regional integration and trade

General Assembly resolutions

56/180	Specific actions related to the particular needs and problems of landlocked developing countries
57/271	World Food Summit: five years later
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
58/217	International Decade for Action, "Water for Life", 2005-2015
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
64/255	Improving global road safety
65/151	International Year of Sustainable Energy for All
65/153	Follow-up of the International Year of Sanitation, 2008
65/154	International Year of Water Cooperation, 2013
65/175	Industrial development cooperation
66/68	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
66/94	Report of the United Nations Commission on International Trade Law on the work of its forty-fourth session
66/190	Commodities
66/195	Agricultural technology for development
66/206	Promotion of new and renewable sources of energy
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence
66/214	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/211	International Strategy for Disaster Reduction

68/214	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
68/217	Sustainable mountain development
68/233	Agriculture development, food security and nutrition
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Economic and Social Council resolutions

2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council
2011/12	Europe-Africa fixed link through the Strait of Gibraltar
2011/25	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

Economic Commission for Africa resolutions

800 (XXX)	Strategy and action plan for water resources assessment, development and management in Africa
801 (XXX)	Food security and self-sufficiency in Africa
818 (XXXI)	Promotion of mineral resources development and utilization in Africa
819 (XXXI)	Promotion of energy resources development and utilization in Africa
822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities
847 (XL)	Aid for trade
867 (XLIII)	Assessment of progress on regional integration in Africa
877 (XLIII)	Towards realizing a food-secure Africa

Subprogramme 3
Innovations, technologies and management of Africa's natural resources

General Assembly resolutions

47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development
50/102	United Nations system support for science and technology in Africa
54/214	Conservation and sustainable development of Central African forest ecosystems
60/200	International Year of Deserts and Desertification, 2006
60/252	World Summit on the Information Society
62/8	Overview of United Nations activities relating to climate change
62/217	International cooperation in the peaceful uses of outer space
64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
64/211	Creation of a global culture of cybersecurity and taking stock of national efforts to protect critical information infrastructures
65/41	Development in the field of information and telecommunications in the context of international security
65/68	Transparency and confidence-building measures in outer space activities
65/158	International cooperation to reduce the impact of the El Niño phenomenon
65/311	Multilingualism
66/200	Protection of global climate for present and future generations of humankind
66/211	Science and technology for development
66/288	The future we want
68/213	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa

Economic and Social Council resolutions

2007/8	Flow of information for the follow-up to the World Summit on the Information Society
2009/7	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2011/16	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2011/17	Science and technology for development
2012/6	Science and technology for development
2012/8	Social dimensions of the New Partnership for Africa's Development
2013/9	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2013/10	Science, technology and innovation for development

Economic Commission for Africa resolutions

758 (XXVIII)	The role of cartography, remote sensing and geographic information systems in sustainable development
766 (XXVIII)	Strengthening development information systems for regional cooperation and integration in Africa
789 (XXIX)	Strengthening information systems for Africa's recovery and sustainable development
795 (XXX)	Building Africa's information highway
812 (XXXI)	Implementation of the African Information Society Initiative
817 (XXXI)	African Regional Conference on Science and Technology
870 (XLIII)	Climate change and development in Africa
884 (XLIV)	Climate change and sustainable development in Africa
887 (XLIV)	Enhancing science and technology for development in Africa

Subprogramme 4
Statistics

Economic and Social Council resolutions

2000/27	Basic indicators for the integrated and coordinated implementation of and follow-up to major United Nations conferences and summits at all levels
2005/13	2010 World Population and Housing Census Programme
2006/6	Strengthening statistical capacity

Economic Commission for Africa resolutions

849 (XL)	Statistics and statistical capacity-building in Africa
871 (XLIII)	Strategy for the Harmonization of Statistics and Implementation of the African Charter on Statistics
882 (XLIV)	Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa
911 (XLVI)	Statistics and statistical development

Subprogramme 5
Capacity development

General Assembly resolutions

65/274	Cooperation between the United Nations and the African Union
66/286	New Partnership for Africa's Development: progress in implementation and international support

Economic and Social Council resolutions

2004/16	Implementation of the social objectives of the New Partnership for Africa's Development
2007/28	Social dimensions of the New Partnership for Africa's Development
2011/26	Social dimensions of the New Partnership for Africa's Development
2013/26	Social dimensions of the New Partnership for Africa's Development

Subprogramme 6
Gender and women in development

General Assembly resolutions

59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"
59/248	World Survey on the role of women in development
60/229	Future operation of the International Research and Training Institute for the Advancement of Women
65/187	Intensification of efforts to eliminate all forms of violence against women
65/189	International Widows' Day
65/190	Trafficking in women and girls
66/130	Women and political participation
68/137	Violence against women migrant workers
68/138	Convention on the Elimination of All Forms of Discrimination against Women
68/139	Improvement of the situation of women in rural areas
68/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
68/146	The girl child
68/191	Taking action against gender-related killing of women and girls

Economic and Social Council resolutions

1998/12	Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action of the Fourth World Conference on Women
2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system

2009/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2009/13	Future operation of the International Research and Training Institute for the Advancement of Women
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2012/8	Social dimensions of the New Partnership for Africa's Development
2012/24	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Subprogramme 7
Subregional activities for development

General Assembly resolutions

56/180	Specific actions related to the particular needs and problems of landlocked developing countries
61/51	Cooperation between the United Nations and the Southern African Development Community
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa
65/90	Strengthening of security and cooperation in the Mediterranean region
66/214	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/213	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa

Economic and Social Council resolutions

2011/7	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2011/12	Europe-Africa fixed link through the Strait of Gibraltar
2011/43	Support to the Republic of South Sudan

Economic Commission for Africa resolutions

828 (XXXII)	The Multinational Programming and Operational Centres: Strengthening the Economic Commission for Africa's subregional presence
830 (MFC 1 A)	Reform of the regional commissions: relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa (resolution adopted by the Ministerial Follow-up Committee at its first meeting)
849 (XL)	Statistics and statistical capacity-building in Africa
871 (XLIII)	Strategy for the Harmonization of Statistics and Implementation of the African Charter on Statistics
874 (XLIII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa
882 (XLIV)	Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa

Subprogramme 8
Development planning and administration

Economic and Social Council resolution

2011/13	African Institute for Economic Development and Planning

Economic Commission for Africa resolutions

799 (XXX)	Promoting human development in Africa
839 (XXXV)	African Institute for Economic Development and Planning
846 (XXXIX)	African Institute for Economic Development and Planning
851 (XL)	African Institute for Economic Development and Planning
875 (XLIII)	Repositioning of the African Institute for Economic Development and Planning
908 (XLVI)	Refocusing and recalibrating the Economic Commission for Africa to support Africa's structural transformation

Subprogramme 9
Social development policy

General Assembly resolutions

47/5	Proclamation on Ageing
49/128	Report of the International Conference on Population and Development

50/81	World Programme of Action for Youth to the Year 2000 and Beyond
50/107	Observance of the International Year for the Eradication of Poverty and proclamation of the first United Nations Decade for the Eradication of Poverty
60/35	Enhancing capacity-building in global public health
62/131	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
64/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
64/134	Proclamation of 2010 as the International Year of Youth: Dialogue and Mutual Understanding
65/163	United Nations Decade of Education for Sustainable Development (2005-2014)
65/170	International migration and development
65/183	United Nations Literacy Decade: education for all
65/186	Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond
65/234	Follow-up to the International Conference on Population and Development beyond 2014
65/238	Scope, modalities, format and organization of the High-level Meeting of the General Assembly on the Prevention and Control of Non-communicable Diseases
65/267	Organization of the High-level Meeting on Youth
65/273	Consolidating gains and accelerating efforts to control and eliminate malaria in developing countries, particularly in Africa, by 2015
65/277	Political Declaration on HIV and AIDS: Intensifying Our Efforts to Eliminate HIV and AIDS
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
66/213	Fourth United Nations Conference on the Least Developed Countries

66/229	Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
68/130	Policies and programmes involving youth
68/133	Cooperatives in social development
68/134	Follow-up to the Second World Assembly on Ageing
68/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
68/136	Preparations for and observance of the twentieth anniversary of the International Year of the Family
68/143	Assistance to refugees, returnees and displaced persons in Africa
68/147	Rights of the child
68/179	Protection of migrants
68/224	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
68/226	Second United Nations Decade for the Eradication of Poverty (2008-2017)
68/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
S-24/2	Further initiatives for social development

Economic and Social Council resolutions

1997/2	International migration and development
2001/42	Global campaign for poverty eradication
2003/13	National and international cooperation for social development: implementation of social objectives of the New Partnership for Africa's Development
2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
2005/13	2010 World Population and Housing Census Programme

2007/27	Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond
2012/8	Social dimensions of the New Partnership for Africa's Development
2012/9	Poverty eradication
2012/24	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2012/26	Programme of Action for the Least Developed Countries for the Decade 2011-2020
2013/28	Mainstreaming disability in the development agenda: towards 2015 and beyond

Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development
832 (XXXIII)	HIV/AIDS in Africa
909 (XLVI)	Realizing and harnessing the demographic dividend in Africa

Commission on Population and Development resolutions and decision

2007/1	Changing age structures of populations and their implications for development
2010/1	Health, morbidity, mortality and development
2011/1	Fertility, reproductive health and development
2011/101	Special themes for the Commission on Population and Development in 2013 and 2014

Programme 16

Economic and social development in Asia and the Pacific

Overall orientation

16.1 The mandate of the Economic and Social Commission for Asia and the Pacific (ESCAP), which is derived from Economic and Social Council resolutions 37 (IV) and 414 (XIII) by which the Commission was established, is to promote regional cooperation for inclusive and sustainable development in Asia and the Pacific. The role of the Commission was subsequently elaborated upon in various resolutions adopted by the General Assembly, the Economic and Social Council and the Commission itself.

16.2 This strategic framework covers the first biennium of the United Nations development agenda beyond 2015 (as and when approved by the General Assembly). Its strategic direction is derived from internationally agreed development mandates, including the outcome of the United Nations Conference on Sustainable Development, which emphasized the role of the regional commissions in promoting the balanced integration of the economic, social and environmental dimensions of sustainable development; General Assembly resolution 67/226 on the quadrennial comprehensive policy review, which called for the adoption of collaborative approaches to support country-level development initiatives; and Commission resolution 69/1 on a conference structure of the Commission for the inclusive and sustainable development of Asia and the Pacific.

16.3 Home to nearly two thirds of the world's population, Asia and the Pacific is also the largest regional economy. Despite the lingering impact of the global financial crisis, Asia stands firm as the centre of the global economic recovery; serves as the hub of international trade, investment and technology transfer; and has succeeded in eliminating half of the world's absolute poverty. Drawing on these foundations, the region stands at the cusp of its next large transformation as it rethinks and reinvests in itself, and rebalances economies towards greater reliance on domestic and regional demand to sustain economic dynamism and close infrastructural and development gaps.

16.4 Despite such progress, most of the world's poor and hungry still reside in the region. Poverty is not only prevalent in the least developed countries, but also in many middle-income countries. As benefits from economic growth continue to be distributed unevenly, increasing inequality between and within countries continues to pose a key challenge. With many workers remaining in vulnerable employment and millions of youths looking for jobs, creation of decent and productive jobs remains a priority. Economic insecurity is heightened by limited social protection coverage within much of the region. Eradication of poverty, balanced integration of the three pillars of sustainable development and promotion of inclusive economic and social policies to address these challenges will continue to be core priorities for ESCAP.

16.5 Economic growth coupled with changing patterns of production and consumption has increased the exploitation of natural resources and taken a severe toll on the region's natural environment. The need to develop and implement sound green economy policies in the context of sustainable development and poverty eradication, including shared solutions across the region to ensure equitable access to sustainable water and energy resources, will continue to be crucial to the Commission's regional cooperation efforts.

16.6 Asia and the Pacific continues to be the region most prone to disasters, including those events impacted by climate change. Increased economic integration has heightened the risk that a natural disaster in one country can have significant repercussions elsewhere. Adaptation to climate change and mitigation of its impacts in the context of inclusive and sustainable development will continue to be a priority, especially in the small island developing States of the Pacific, where the sustainable development of ocean resources provides a crucial basis for livelihoods.

16.7 Despite some progress towards attainment of gender equality in areas such as education, women across the region remain marginalized in public life; are less likely than men to own assets or participate in non-agricultural wage employment; tend to be heavily concentrated in the informal sector; and carry a disproportionate burden of unpaid domestic work. Gender-based violence remains a pervasive threat to the well-being of women and girls everywhere. Effectively addressing the many forms of gender inequality remains an essential component of advancing inclusive development.

16.8 Development efforts have been hampered by the lack of basic statistics about the social, economic and environmental circumstances in which people live. To address this, there is a need for effective, open and accountable institutions supported by administrative systems and processes, such as civil registration. Effective governance and accountability depend on a well-functioning and capable national statistical system that is able to produce and disseminate high quality official statistics. Statistical capacity-building will remain a key priority for the region's cooperation efforts.

16.9 Given these opportunities, as well as persisting and emerging challenges, it is imperative that the region works together effectively to forge a development paradigm that builds on the achievements of the Millennium Development Goals; puts the balanced integration of the three pillars of sustainable development at the core; leaves no one behind; balances State and market roles to promote jobs and inclusive growth; and builds open and accountable institutions that are responsive to the emerging voices of non-State actors. Critical to this agenda will be the development of new policy frameworks and regional instruments to generate more sustainable economic growth; strengthen regional economic integration; enhance connectivity in areas including infrastructure, information and communications technology, trade and transport; close development and equity gaps; improve governance; strengthen resilience to natural and economic shocks; and build on past achievements by lifting further hundreds of millions of people out of poverty and continuing to help countries with special needs to implement their respective programmes of action.

16.10 ESCAP provides the region's most inclusive intergovernmental platform to facilitate the collective policy leadership and cooperation required to effectively seize these opportunities and address shared challenges. ESCAP will support member States by providing sound evidence-based strategic analysis, policy options and capacity development to implement innovative solutions for development that is inclusive, equitable, sustainable and resilient. In doing so, ESCAP will draw on the comparative advantages of its intergovernmental convening power; its regional norm-setting mandate and role; its multidisciplinary expertise and synergies across all divisions and offices; its role as a regional hub for sharing of development knowledge and lessons; network of subregional offices; and its ability to link subregions for mutual benefit.

16.11 The present strategic framework comprises eight mutually supportive and interconnected subprogrammes that reflect the priorities of member States. It builds on the achievements of the previous biennium and reflects the vital role of ESCAP in implementing the development pillar of the United Nations, while focusing on enhanced organizational effectiveness and attainment of measurable results.

16.12 During the biennium, efforts will be intensified to mainstream gender equality across all subprogrammes in line with commitments under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women. The rights of persons with disabilities and vulnerable groups will likewise be a key driver across all aspects of programme implementation.

16.13 Effective partnerships, including with subregional organizations, other United Nations agencies, the business sector and civil society, will continue to be strengthened in order to ensure coherent approaches to addressing regional priorities. To this end, ESCAP will reinforce its role as the convener of the Asia-Pacific Regional Coordination Mechanism. In concert with the other regional commissions, ESCAP will also continue to promote interregional cooperation for inclusive and sustainable development and ensure that regional perspectives effectively influence global policy processes.

Subprogramme 1
Macroeconomic policy and inclusive development

Objective of the Organization: To enhance regional economic cooperation and foster forward-looking macroeconomic policymaking for inclusive and sustainable development, especially in support of poverty reduction and attainment of internationally agreed development goals, including the development agenda beyond 2015 (as and when approved by the General Assembly)

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced understanding among policymakers and other target groups of policies that promote economic growth, reduce poverty and narrow development gaps in the region	(a) Number of review articles and references to ESCAP publications and other activities by Governments, academia and the media
(b) Enhanced regional voice in global development forums and strengthened economic and financial cooperation to foster inclusive, equitable, sustainable and resilient development	(b) Number of outcome documents and resolutions reflecting consensus on regional economic and financial cooperation
(c) Improved capacity of member States, particularly countries with special needs, to design and implement development policies for achieving the development agenda beyond 2015 (as and when approved by the General Assembly) and other internationally agreed development goals, including gender equality	(c) Percentage of surveyed participants indicating that they are better able to design and implement development policies, including those that are gender responsive

(d) Improved capacity of member States to formulate and implement rural development policies and measures that promote sustainable agriculture and food security for the equitable benefit of women and men, girls and boys	(d) Percentage of surveyed participants indicating that they have used knowledge and skills obtained from the work of ESCAP to promote sustainable agriculture and food security for the equitable benefit of women and men, girls and boys

Strategy

16.14 The substantive responsibility for the subprogramme is vested in the Macroeconomic Policy and Development Division, with support from the Centre for Alleviation of Poverty through Sustainable Agriculture. The strategic direction of this subprogramme is provided by the internationally agreed development goals, including those enunciated in (a) the outcome document of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288, annex; (b) the outcome document of the High-level Plenary Meeting sixty-fifth session of the General Assembly on the Millennium Development Goals (see General Assembly resolution 65/1); (c) the follow-up to the outcome document of the Conference on the World Financial and Economic Crisis and Its Impact on Development (General Assembly resolution 63/303, annex); (d) the Doha Declaration on Financing for Development (General Assembly resolution 63/239, annex); (e) the programmes of action for the least developed countries, landlocked developing countries and small island developing States; and (f) other resolutions contained in the list of legislative mandates. It will be also guided by the post-2015 development agenda (as and when approved by the General Assembly).

16.15 Forward-looking macroeconomic policies are essential both to ensure economic stability and to support inclusive, equitable and sustainable development. With its emphasis on strengthening capacities to formulate and implement these policies for a resilient Asian and Pacific region, the subprogramme will monitor macroeconomic trends and prospects towards reducing poverty and narrowing development gaps; promote capacity development for the implementation of the post-2015 development agenda (as and when approved by the General Assembly); assist in the implementation of the programmes of action for the least developed countries, landlocked developing countries and small island developing States; promote development in fragile States by strengthening regional support measures; and strengthen regional and South-South cooperation in the form of policy dialogues and advocacy to address medium- to long-term challenges and to close development gaps. Special emphasis will be placed on efforts to strengthen regional economic cooperation and integration and on sharing good experiences and best practices. Due attention will be given to redressing gender inequalities; supporting the efforts of least developed countries to enhance their productive capacities to sustain their growth momentum and close their development gaps by 2020; and fostering a regional coordinated voice on development issues and challenges.

16.16 The Centre for Alleviation of Poverty through Sustainable Agriculture will provide a regional platform to promote research and capacity-building on sustainable agriculture and food security across member States. Efforts will be made to strengthen sustainable agriculture and food security in the region in order to reduce poverty in rural communities.

16.17 The subprogramme will be delivered in collaboration with the regional financial institutions, subregional organizations, regional and national centres of excellence, and national fiscal and monetary authorities.

Subprogramme 2
Trade and investment

Objective of the Organization: To support the contribution of trade, investment, enterprise development, innovation and technology transfer to inclusive and sustainable development in the Asia-Pacific region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced knowledge among ESCAP member States of trends, emerging issues and evidence-based policy options in the area of trade and investment and related fields of enterprise development, innovation and technology development and transfer, for inclusive and sustainable development	(a) (i) Number of review articles and references to ESCAP publications, related materials and activities in the area of trade and investment in policy-related literature and key media outlets
	(ii) Number of downloads of ESCAP publications on trade and investment
(b) Strengthened regional cooperation mechanisms in trade, investment, enterprise development, innovation and technology transfer for inclusive and sustainable development	(b) (i) Number of ESCAP member States indicating that they find the regional cooperation mechanisms fostered by ESCAP in trade, investment and enterprise development useful
	(ii) Number of ESCAP member States indicating that they find useful the regional cooperation mechanisms promoted by the Asian and Pacific Centre for Transfer of Technology and the Centre for Sustainable Agricultural Mechanization to foster innovation and to develop and transfer technology, including in the area of agricultural mechanization
	(iii) Increased number of products receiving preferences reflecting coverage and depth of commitment under the Asia-Pacific Trade Agreement and/or the expansion of membership within the Agreement
(c) Increased capacity of ESCAP member States to formulate and implement policies on trade, investment, innovation, enterprise development and technology transfer for inclusive and sustainable development, including those that are gender-responsive	(c) (i) Percentage of surveyed participants in ESCAP initiatives reporting increased capacity to formulate and/or implement policies on trade, investment and enterprise development, including those that are gender-responsive

(ii) Percentage of surveyed participants in the initiatives of the Asian and Pacific Centre for Transfer of Technology and the Centre for Sustainable Agricultural Mechanization reporting increased capacity to formulate and/or implement policies that foster innovation and technology transfer, including in the area of agricultural mechanization

Strategy

16.18 The substantive responsibility for the subprogramme is vested in the Trade and Investment Division, with support from the Asian and Pacific Centre for Transfer of Technology and the Centre for Sustainable Agricultural Mechanization. The strategic direction of the subprogramme is derived mainly from the internationally agreed development goals, including those enunciated in the outcome document of the United Nations Conference on Sustainable Development, the outcome document of the Follow-up International Conference on Financing for Development (General Assembly resolution 63/239, annex), the Almaty Programme of Action, as well as Commission resolutions 62/6 and 68/3.

16.19 To meet its objective, the subprogramme will be implemented through a combination of analytical and capacity-building work on trade, investment, enterprise development, sustainable agricultural mechanization, innovation and technology transfer, with a particular view to enhancing the contribution of trade and investment in meeting the development goals envisaged for the period beyond 2015 (as and when approved by the General Assembly). The focus of the analytical work will be to provide inputs for evidence-based policymaking and the sharing of experiences on related policy reforms.

16.20 The following issues will be addressed, with a key focus on inclusive, equitable, sustainable and resilient development and linkages with the post-2015 development agenda (as and when approved by the General Assembly): (a) strengthening the capacity of member States to effectively negotiate, conclude and implement trade and investment agreements at the international and regional levels, including the World Trade Organization Bali package and further agreements on the outstanding issues of the Doha Development Agenda; (b) designing and implementing trade facilitation policies and measures, including paperless trade systems; (c) formulating and implementing effective policy measures to strengthen responsible business practices and the integration of small and medium-sized enterprises, including agro-based enterprises, into regional and global value chains, with attention given to the different needs, challenges and interests of women and men entrepreneurs; (d) promoting foreign direct investment; (e) promoting technological innovation and transfer; and (f) establishing and strengthening common frameworks and mechanisms for regional cooperation in trade, investment, technology transfer and the development of small and medium-sized enterprises, including agricultural enterprises.

16.21 With regard to regional cooperation, the subprogramme will continue to support further development of the Asia-Pacific Trade Agreement. Regional cooperation among research institutions and think tanks will continue to be fostered through the Asia-Pacific Research and Training Network on Trade, which operates as a regional knowledge platform for trade and investment reform. The Asia-Pacific Network for the Testing of Agricultural Machinery will play an important role in promoting and facilitating trade of sustainable and safe agricultural machinery. The Asia-Pacific Business Forum and the ESCAP Business Advisory Council, including its Sustainable Business Network, will engage representatives of the private sector in exploring the establishment of public-private partnerships to pursue inclusive and sustainable development. The United Nations Network of Experts for Paperless Trade in Asia and the Pacific will provide the regional community with the knowledge needed to achieve concrete progress in trade facilitation and paperless trade. Mechanisms such as the Renewable Energy Cooperation-Network for the Asia-Pacific and the Regional Network for Strengthening Research and Development Management Capacity in New and Emerging Areas of Technology, will be further developed as important mechanisms for regional cooperation on technology transfer. In recognition of the differential impacts of trade and investment for women and men, gender will be mainstreamed in the work and outputs of the aforementioned entities.

Subprogramme 3
Transport

Objective of the Organization: To enhance regional cooperation and integration in transport for inclusive and sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of ESCAP member States to develop and implement transport policies and programmes that support inclusive, equitable and sustainable development and are gender-responsive	(a) Increased number of measures by member States to implement policies and programmes on sustainable transport and road safety, including those that are gender-responsive
(b) Increased capacity of ESCAP member States to plan, develop and implement international intermodal transport linkages, including the Asian Highway network, the Trans-Asian Railway network, inter-island shipping and dry ports of international importance	(b) (i) Increased number of national projects and programmes to upgrade regional transport infrastructure including the Asian Highway, Trans-Asian Railway, inter-island shipping and dry ports of international importance (ii) Increased number of ESCAP member signatories and parties to global, regional and subregional agreements

(c) Increased capacity of ESCAP member States and the private sector to initiate and implement measures to improve the efficiency of international transport operations and logistics	(c) (i) Increased number of measures to remove bottlenecks and facilitate efficient movements of people and goods and means of transport along transport routes and at border crossings (ii) Increased number of measures taken by countries to improve logistics performance

Strategy

16.22 The substantive responsibility for this subprogramme is vested in the Transport Division. The strategic direction of the subprogramme is derived from phase II (2012-2016) of the Regional Action Programme for Transport Development in Asia and the Pacific, from the relevant resolutions contained in the list of legislative mandates and from the outcome of meetings of ministers of transport convened by ESCAP. It will also be guided by the post-2015 development agenda (as and when approved by the General Assembly). During the biennium, the subprogramme will support member States in working towards the vision of an international, integrated, intermodal transport and logistics system connecting the Asian and Pacific region. It will do this by supporting member States in their efforts to integrate the regional transport networks, including by continuing to act as the secretariat for the intergovernmental agreements governing the Asian Highway network, Trans-Asian Railway network and dry ports. In particular, the subprogramme will support the least developed countries, landlocked developing countries and small island developing States in their efforts to develop and upgrade their transport networks, including through public-private partnerships and private-sector involvement in infrastructure projects. In line with the Regional Action Programme, the secretariat will also continue to focus on improving inter-island shipping in archipelagic and island countries. Special consideration will be given to mainstreaming gender considerations into the subprogramme.

16.23 To enhance the operational efficiency of regional transport networks, the subprogramme will assist member States' efforts to identify and implement measures to address non-physical bottlenecks, conduct training to improve the performance of logistics industry and related transport services and promote improved connectivity between subregions. The subprogramme will also assist member States in designing and implementing transport policies that support inclusive, equitable, sustainable and resilient development. These include modal shifts from roads to railways and other more fuel-efficient means; greater use of public transport, particularly in urban areas; improvement of road safety; and policies to improve access to transport for all members of society. Such policies will also be responsive to the different needs and interests of women and men, and strengthen rural transport planning and rural-urban linkages.

16.24 The Transport Division will strengthen cooperation with other international, regional and subregional organizations as well as other regional commissions and transport associations that are active in the development of the region's transport systems.

Subprogramme 4
Environment and development

Objective of the Organization: Improved policies for integrating environment into development, management of energy and water resources and urban development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced understanding by local and national government officials and other stakeholders of means of aligning environment and development policymaking and energy security, water resources management and urban development policies, including their gender dimensions, with the development agenda beyond 2015 (as and when approved by the General Assembly) and the sustainable development goals	(a) Number of references to ESCAP publications, policy briefs, projects and related activities in policy documents, declarations and statements showing an increased alignment of environment and development policymaking and energy security, water resources management and urban development policies, including their gender dimensions, with the development agenda beyond 2015 (as and when approved by the General Assembly) and the sustainable development goals
(b) Improved capacity of local and national governments and major stakeholders to operationalize environment and development policymaking and energy security, water resources management and urban development policies, including their gender dimensions, in the context of the development agenda beyond 2015 (as and when approved by the General Assembly) and the sustainable development goals	(b) Number of initiatives developed by governments and major stakeholders to operationalize environment and development policymaking and energy security, water resources management and urban development policies, including their gender dimensions
(c) Enhanced regional cooperation frameworks and networks of local and national governments and major stakeholders with respect to environment and development policymaking and energy security, water resources management and urban development policies, including their gender dimensions	(c) Number of initiatives for establishing or strengthening regional cooperation frameworks and networks related to environment and development policymaking and energy security, water resources management and urban development policies, including their gender dimensions

Strategy

16.25 The substantive responsibility for the subprogramme is vested in the Environment and Development Division. The strategic direction of the subprogramme is mainly derived from the internationally agreed development goals, the outcomes of the United Nations Conference on Sustainable Development and relevant regional agreements within the context of ESCAP, and will be also guided by the post-2015 development agenda (as and when approved by the General Assembly).

16.26 The subprogramme will build on the previous achievements of the ESCAP secretariat in supporting countries of the region in their efforts to integrate the three dimensions of sustainable development. It will facilitate regional cooperation as an overarching strategy to address rapid urbanization, shortcomings in access to basic services, integrated water resources management and energy security as well as climate change, sustainable management of resources and other environmental pressures and constraints. The subprogramme will focus on supporting a long-term perspective in policymaking to sustain the quantity and improve the quality of growth based on enhanced economic dynamism, social inclusiveness, environmental sustainability and resilience, critical factors for achieving sustainable development.

16.27 The subprogramme's expected accomplishments are complementary in nature and represent different stages in a process of engagement between the ESCAP secretariat and member States and major stakeholders: enhanced understanding leads to improved capacity, which in turn promotes enhanced regional cooperation frameworks and networks.

16.28 The subprogramme will continue to facilitate regional dialogues on sustainable development, which, inter alia, will identify regional priorities and perspectives and review progress in implementation in the region. The subprogramme will promote stakeholder involvement, multidisciplinary dialogue, multisectoral approaches and interministerial coordination through strengthened frameworks for regional and interregional cooperation and networking. It will work to foster policy and other innovation on the basis of sound research and analysis and the dissemination of knowledge, policy options and good practices, taking into account gender-specific considerations and paying specific attention to countries with special needs. The efforts will be further augmented by the provision of capacity-development support to member States.

16.29 To achieve the above, ESCAP will collaborate with other United Nations agencies, funds and programmes, including through the Asia-Pacific Regional Coordination Mechanism, intergovernmental organizations, public-private partnerships, community-based organizations, research institutes and other civil society organizations.

Subprogramme 5
Information and communications technology and disaster risk reduction and management

Objective of the Organization: To enhance the contribution of information and communications technology connectivity, space applications, and disaster risk reduction and management strategies to the achievement of inclusive, sustainable and resilient development in Asia and the Pacific

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened regional cooperation in information and communications technology connectivity, space applications and disaster risk reduction and management for inclusive and sustainable development	(a) Increased number of ESCAP member States indicating that they have benefited from ESCAP-promoted regional cooperation mechanisms devoted to information and communications technology connectivity, space applications and disaster risk reduction and management

(b) Improved knowledge and awareness of member States of effective strategies and policies in information and communications technology connectivity, space applications and disaster risk reduction and management, including their gender dimensions, for inclusive, equitable, sustainable and resilient development	(b) (i) Increased percentage of ESCAP member States indicating that they are more aware and knowledgeable of strategies and policies related to information and communications technology, space applications and disaster risk reduction and management, including their gender dimensions
	(ii) Increased number of downloads of ESCAP publications on information and communications technology, space applications and disaster risk reduction and management
(c) Strengthened capacity of member States to apply information and communications technology, space applications, and disaster risk reduction and management strategies for inclusive, equitable, sustainable and resilient development	(c) (i) Percentage of participants in activities of the Asian and Pacific Training Centre for Information and Communication Technology for Development indicating that they are better able to apply information and communications technology for socioeconomic development
	(ii) Increased number of initiatives that reflect or incorporate training modules and/or curricula developed by the Asian and Pacific Training Centre for Information and Communication Technology for Development

Strategy

16.30 The substantive responsibility for the subprogramme is vested in the Information and Communications Technology and Disaster Risk Reduction Division, with support from the Asian and Pacific Training Centre for Information and Communication Technology for Development. The subprogramme deals with pressing contemporary development challenges of building resilience to natural disasters and deepening connectivity in Asia and the Pacific, with the strategic direction provided by the resolutions contained in the list of legislative mandates and the post-2015 development agenda (as and when approved by the General Assembly). The subprogramme will be implemented through a combination of normative, analytical and capacity-building work and will be anchored in regional cooperation mechanisms.

16.31 The subprogramme will continue to promote regional cooperation in information and communications technology connectivity for the creation of an inclusive, knowledge-based society that is resilient to multiple, complex and interrelated threats posed by disasters. In this context, the subprogramme will provide member States with analysis on critical information and communications technology infrastructure, including cross-sectoral synergies for electronic resilience, especially in countries with special needs. The subprogramme will also provide policy analysis, options and recommendations for promoting innovation, digital inclusion and a seamless regional information space that deepens regional connectivity. These efforts will be further augmented by information and communications technology capacity-building activities conducted by the Asian and Pacific Training Centre for Information and Communication Technology for Development and partners utilizing the Centre's programmes.

16.32 The subprogramme will assist member States in deepening and broadening the applications of space technology and geographical information systems for managing disaster risks and achieving sustainable development, especially in high-risk and low-capacity developing countries. It will continue to provide near real-time satellite data and imagery and other products and services during disasters, pool expertise and resources at the regional and subregional levels, facilitate sharing of good practices and create synergy with other existing regional initiatives. The subprogramme will be delivered through regional cooperation mechanisms, including the Regional Space Applications Programme for Sustainable Development and the Regional Cooperative Mechanism for Drought Monitoring and Early Warning, and through the implementation of the Asia-Pacific Plan of Action for Applications of Space Technology and the Geographic Information System for Disaster Risk Reduction and Sustainable Development, 2012-2017.

16.33 The emphasis of the disaster risk reduction and management work will be on enhancing regional knowledge and knowledge-sharing, development of disaster information and strengthening of capacities to manage risks and vulnerabilities in order to reduce socioeconomic impacts of disasters and build resilience. The subprogramme will provide member States with analysis, strategies and evidence-based policy options in mainstreaming disaster risk reduction, including climate change adaptation, into long-term development plans and strategies. The efforts will be further augmented by the regional advisory services on disaster risk reduction, the progress towards an integrated regional early warning system provided through the ESCAP Multi-Donor Trust Fund for Tsunami, Disaster and Climate Preparedness in Indian Ocean and Southeast Asian Countries, and capacity-building activities delivered through ESCAP-supported regional mechanisms.

16.34 The subprogramme will also seek collaboration with other United Nations entities, United Nations-supported mechanisms such as the Centre for Space Science and Technology Education in Asia and the Pacific and relevant regional and subregional organizations to achieve synergy and maximize impact in the region.

Subprogramme 6
Social development

Objective of the Organization: To strengthen regional cooperation in building a socially inclusive society that protects, empowers and ensures equality for all social groups in Asia and the Pacific

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced knowledge, capacity and regional cooperation to address population and development trends, including their gender dimensions, in Asia and the Pacific	(a) (i) Percentage of respondents indicating that their knowledge has been enhanced through the analytical products of ESCAP on population and development trends and policies, including their gender dimensions (ii) Percentage of participants indicating that their knowledge and skills have been enhanced through ESCAP meetings and workshops on population ageing, migration and development, youth development and other population-related issues, including their gender dimensions (iii) Number of initiatives taken by member States, based on regional frameworks, to promote population and development policies and programmes, including their gender dimensions
(b) Enhanced knowledge, capacity and regional cooperation to strengthen social protection systems, including the health and gender dimensions, in Asia and the Pacific	(b) (i) Percentage of respondents indicating that their knowledge has been enhanced through the analytical products of ESCAP on social protection policies and good practices, including the health and gender dimensions (ii) Percentage of participants indicating that their knowledge and skills have been enhanced through ESCAP meetings and workshops on social protection systems and HIV prevention, treatment, care and support services, including their gender dimensions (iii) Number of initiatives by member States and stakeholders, based on regional frameworks, to strengthen social protection systems, including access to health care, and their gender dimensions

(c) Enhanced knowledge, capacity and regional cooperation to promote gender equality and women's empowerment in Asia and the Pacific	(c) (i) Percentage of respondents indicating that their knowledge has been enhanced through the analytical products of ESCAP on gender equality and women's empowerment policies and programmes (ii) Percentage of participants indicating that their knowledge and skills have been enhanced through ESCAP meetings and workshops on gender equality and women's empowerment (iii) Number of initiatives taken by member States, based on regional frameworks, to promote gender equality and women's empowerment
(d) Enhanced knowledge, capacity and regional cooperation to promote the rights of persons with disabilities in Asia and the Pacific	(d) (i) Percentage of respondents indicating that their knowledge has been enhanced through the analytical products of ESCAP on disability-related policies and programmes (ii) Percentage of participants indicating that their knowledge and skills have been enhanced through ESCAP meetings and workshops on disability-inclusive development and the Convention on the Rights of Persons with Disabilities (iii) Number of initiatives by member States and stakeholders to promote the regional implementation of the Incheon Strategy to Make the Right Real for Persons with Disabilities in Asia and the Pacific, including goal 6: "Ensure gender equality and women's empowerment"

Strategy

16.35 The substantive responsibility for the subprogramme is vested in the Social Development Division. The strategic direction of the subprogramme is derived mainly from the commitments agreed upon through relevant United Nations intergovernmental processes, including: (a) the World Summit for Social Development; (b) the Programme of Action of the International Conference on Population and Development; (c) the Beijing Declaration and Platform for Action; (d) the Convention on the Elimination of All Forms of Discrimination against Women; (e) the Convention on the Rights of Persons with Disabilities; (f) the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families; (g) the Madrid International Plan of Action on Ageing, 2002; (h) the

World Programme of Action on Youth; (i) the United Nations Millennium Declaration (see General Assembly resolution 55/2) and the commitments adopted by the General Assembly in the outcome document, "Keeping the promise: united to achieve the Millennium Development Goals" (resolution 65/1); and (j) the Political Declaration on HIV and AIDS: Intensifying our Efforts to Eliminate HIV and AIDS (General Assembly resolution 65/277, annex); it will also be guided by the post-2015 development agenda (as and when approved by the General Assembly). Regional mandates that guide the subprogramme include the Incheon Strategy, the Bangkok Statement on the Asia-Pacific Review of the Implementation of the Madrid International Plan of Action on Ageing, the Bangkok Declaration on Beijing+15, the outcome document of the Asia-Pacific High-level Intergovernmental Meeting on the Assessment of Progress against Commitments in the Political Declaration on HIV/AIDS and the Millennium Development Goals and the Asian and Pacific Ministerial Declaration on Population and Development of the Sixth Asian and Pacific Population Conference, which was adopted by a vote.

16.36 The subprogramme will aim to promote change at the policy and institutional levels. The main target group of the subprogramme will be government officials and institutions, particularly those involved in the formulation, implementation and management of social development policies and programmes. The strategy will focus on the conduct of applied research, analysis and the dissemination of knowledge products on social policy options, strategies and programmes as a basis for evidence-based decision-making by Governments. Good practices on social protection systems, including those that are gender-responsive and address the needs of vulnerable groups in society, will be analysed and documented for the purpose of adaptation and wider replication in the region. The Commission's convening role, particularly with regard to promoting regional cooperation and consensus building on accelerating the implementation of international commitments on population and development, gender equality and social integration of vulnerable groups, will be emphasized. Technical assistance to developing countries, including those in special situations, will be intensified to build national capacity, including through sharing of policy options, good experiences and good practices in the context of the transfer of knowledge and skills on a range of social development issues and through South-South cooperation. The subprogramme will adopt a multipronged strategy that incorporates cross-cutting issues, including gender responsiveness and a rights-based approach, into policies and programmes. Partnerships will be further strengthened with a range of stakeholders, including civil society organizations and research institutes. The subprogramme will coordinate closely with United Nations agencies, funds and programmes and other international organizations to achieve synergy and maximize impact in the region.

Subprogramme 7
Statistics

Objective of the Organization: To improve the availability, quality, relevance and use of statistics in support of effective policies for inclusive and sustainable development in Asia and the Pacific

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of member States of effective strategy and policy options for inclusive and sustainable development, including gender equality, in Asia and the Pacific, through increased availability of relevant statistical products and services	(a) (i) Percentage of surveyed participants in ESCAP initiatives indicating that ESCAP statistical products and services have increased their awareness of effective strategy and policy options for inclusive and sustainable development, including gender equality, in Asia and the Pacific
	(ii) Increased number of downloads of online statistical products provided by ESCAP
(b) Increased capacity of member States in Asia and the Pacific to produce, disseminate and use statistics in accordance with internationally agreed standards and good practices in support of progress towards inclusive and sustainable development, including gender equality, in Asia and the Pacific	(b) (i) Percentage of participants in relevant ESCAP activities indicating that the knowledge gained improved their ability to produce, disseminate or use statistics in accordance with internationally agreed standards and good practices
	(ii) Percentage of officials of national statistical systems in Asia and the Pacific trained by the Statistical Institute for Asia and the Pacific indicating that they are better able to produce, disseminate or use data and statistics in accordance with internationally agreed standards and good practices

Strategy

16.37 The substantive responsibility for the subprogramme is vested in the Statistics Division, with support from the Statistical Institute for Asia and the Pacific. The subprogramme is guided by the Committee on Statistics, the relevant subsidiary body of the Commission that forms the basis for regional consensus-building for action and represents an effective mechanism for contributing to global mandates. The subprogramme derives its mandate from the two overarching strategic goals of the Committee on Statistics, namely, (a) ensuring that all countries in the region by 2020 have the capability to provide an agreed basic range of population, economic, social and environment statistics, and (b) creating a more adaptive and cost-effective information management environment for national statistical offices through stronger collaboration.

16.38 The subprogramme will aim to improve the availability, quality and use of statistics in support of good governance for equitable, sustainable, inclusive and resilient societies in Asia and the Pacific. The strategy will focus on using core sets of statistics to focus national efforts, coordinate regional cooperation and mobilize support by all relevant development partners for national statistical capacity strengthening. Coordinated regional and in-country training, including the regular programme of training of the Statistical Institute for Asia and the Pacific, is a main pillar of regional initiatives of statistical capacity strengthening. More broadly, the subprogramme will continue to work closely with the Partners for Statistics Development in Asia-Pacific, a grouping of international, regional and bilateral organizations, to improve the combined impact of capacity-building activities through enhanced coordination, synergy and complementarity among partners.

16.39 Within the overall programme of work, the subprogramme will also link its work closely with that of other subprogrammes to support evidence-based policy analyses and advocacy. Capitalizing on the diversity in the region, the subprogramme will emphasize sharing of knowledge, experiences and solutions in developing and implementing regional initiatives to strengthen national statistical capacity. The subprogramme will make full use of the opportunities arising from the increased capacities of member States as centres of expertise and providers of development assistance, including through South-South cooperation modalities. The subprogramme will make conscious efforts to adapt its approaches to specific country circumstances and needs of member States. For least developed member States with more acute and widespread needs, this often means targeted support.

16.40 The subprogramme will also seek collaboration with subregional institutions for effective implementation of regional initiatives and improved statistical integration.

Subprogramme 8
Subregional activities for development

Component 1
Subregional activities for development in the Pacific

Objective of the Organization: To strengthen regional cooperation and integration in line with the development priorities of the Pacific subregion in order to accelerate progress towards attainment of internationally agreed development goals and to achieve inclusive and sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of Pacific island countries and territories to plan and implement policies in support of balanced integration of the economic, social and environmental dimensions of sustainable development, including gender considerations	(a) (i) Number of member States indicating that they found ESCAP activities relevant and useful in support of balanced integration of the economic, social and environmental dimensions of sustainable development, including gender considerations

	(ii) Number of national planning documents in Pacific countries reflecting better integration of the dimensions of sustainable development, particularly gender equality
(b) Increased effectiveness of Pacific regional arrangements to address the regional and subregional dimensions of sustainable development, including through knowledge sharing and South-South cooperation	(b) (i) Percentage of national decision makers, disaggregated by gender, indicating that they found ESCAP knowledge-sharing outputs relevant and useful in supporting effective participation in subregional and regional sustainable development forums and processes
	(ii) Increase in the number of South-South cooperation initiatives in the Pacific facilitated with or through ESCAP

Component 2
Subregional activities for development in East and North-East Asia

Objective of the Organization: To strengthen regional cooperation and integration in line with the development priorities of the East and North-East Asian subregion in order to accelerate progress towards attainment of internationally agreed development goals and to achieve inclusive and sustainable development

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Increased engagement of policymakers of ESCAP member States in East and North-East Asia in regional cooperation as an approach for addressing key development challenges, including those of green economy (in the context of sustainable development and poverty eradication), nature and marine conservation, transboundary air pollution, inclusive development through leveraging the skills and knowledge of older persons, women, youth and persons with disabilities, trade and transport facilitation, disaster risk reduction and disaster risk management, addressing the gender dimensions in all areas and for the achievement of internationally agreed development goals	(a) (i) Percentage of participants indicating improved understanding of regional cooperation as an approach for pursuing the development priorities of the subregion, including addressing their gender dimensions
	(ii) Number of participants engaged in discussion on addressing key development challenges

(b) Strengthened knowledge sharing and partnerships among ESCAP member States, civil society and other relevant development partners in East and North-East Asia to address priority issues with a particular focus on green economy (in the context of sustainable development and poverty eradication), nature and marine conservation, transboundary air pollution, inclusive development through leveraging the skills and knowledge of older persons, women, youth and persons with disabilities, trade and transport facilitation, disaster risk reduction and disaster risk management, addressing the gender dimensions in all areas and for the achievement of internationally agreed development goals	(b) (i) Percentage of participants indicating that they found ESCAP activities have increased their access to knowledge and information relevant to addressing priority issues in East and North-East Asia, including their gender dimensions (ii) Number of partner institutions from East and North-East Asia collaborating in knowledge-sharing and partnership-building activities that are facilitated by ESCAP

Component 3
Subregional activities for development in North and Central Asia

Objective of the Organization: To strengthen regional cooperation and integration in line with the development priorities of the North and Central Asian subregion in order to accelerate progress towards the attainment of internationally agreed development goals and to achieve inclusive and sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of ESCAP member States in North and Central Asia to formulate and implement inclusive, equitable and sustainable development policies and programmes that address the development priorities of the subregion and are gender-responsive	(a) Increased percentage of surveyed participants from ESCAP member States in North and Central Asia in ESCAP initiatives indicating enhanced capacity to formulate and implement inclusive, equitable and sustainable development policies and programmes that address the development priorities of the subregion and are gender-responsive
(b) Strengthened knowledge sharing and partnerships among ESCAP member States in North and Central Asia, regional organizations, civil society and other relevant development partners to address priority issues for inclusive, equitable and sustainable development and achievement of internationally agreed development goals	(b) (i) Percentage of ESCAP member States indicating that collaboration in addressing key priority areas in North and Central Asia to support the achievement of internationally agreed development goals, including the sustainable development goals, has increased (ii) Increased number of partner institutions from ESCAP member States in North and Central Asia participating in knowledge-sharing activities that are facilitated by ESCAP

Component 4
Subregional activities for development in South and South-West Asia

Objective of the Organization: To strengthen regional cooperation and integration in line with the development priorities of the South and South-West Asian subregion in order to accelerate progress towards the attainment of internationally agreed development goals and to achieve inclusive and sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced understanding and capacity of policymakers of ESCAP member States in South and South-West Asia to formulate and implement policies to foster regional cooperation to address key development priorities and achieve internationally agreed development goals, including those relating to gender equality and empowerment, and with special reference to countries with special needs	(a) (i) Percentage of participants indicating improved understanding and capacity to pursue regional cooperation as an approach for pursuing the development priorities of the subregion, including addressing their gender dimensions (ii) Number of references to policy measures to foster regional cooperation in policy statements made by member States in South and South-West Asia
(b) Strengthened knowledge sharing and partnerships among member States, regional organizations, civil society and other relevant development partners to address key development priorities and close development gaps through regional cooperation in South and South-West Asia in support of the achievement of internationally agreed development goals, including the gender dimension	(b) (i) Percentage of participants indicating that the events have increased their access to knowledge and information relevant for their engagement in regional cooperation (ii) Number of references and citations in media and downloads of key outputs, proposals and activities throughout the period of the programme

Component 5
Subregional activities for development in South-East Asia

Objective of the Organization: To strengthen regional cooperation and integration in line with the development priorities of the South-East Asian subregion in order to accelerate progress towards the attainment of internationally agreed development goals and to achieve inclusive and sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of ESCAP member States in South-East Asia to formulate and implement inclusive, equitable and sustainable development policies and programmes that address their key development challenges, with particular focus on least developed and landlocked developing countries, within the framework of Association of Southeast Asian Nations-United Nations partnership	(a) Percentage of participants indicating enhanced capacity to formulate and implement inclusive, equitable and sustainable development policies and programmes that address their key development challenges, including gender inequality

(b) Strengthened partnerships and knowledge sharing among member States, regional organizations, civil society and other relevant development partners in South-East Asia in priority areas in support of the achievement of the internationally agreed development goals, including gender equality	(b) Number of collaborative initiatives involving member States, civil society or other key development partners from South-East Asia facilitated by ESCAP, in support of the achievement of internationally agreed development goals, including gender equality

Strategy

16.41 The overall responsibility for coordinating the work of the subprogramme is vested in the Office of the Executive Secretary. The subprogramme will be implemented by the subregional offices in the Pacific, East and North-East Asia, North and Central Asia and South and South-West Asia, and by ESCAP headquarters in the South-East Asian subregion. Internationally agreed development goals, including the post-2015 development agenda (as and when approved by the General Assembly), the outcome of the United Nations Conference on Sustainable Development and the programmes of action for the least developed countries, landlocked developing countries and small island developing States provide the mandates and strategic direction for the subprogramme.

16.42 Given the vast coverage and diversity of the Asian and Pacific region, the subprogramme would strengthen the Commission's presence and strategic position at the subregional level, enabling better targeting and delivery of programmes that address specific key priorities of member States in the five subregions. Priority will be accorded to strengthening sustainable, equitable and inclusive development and supporting the integration of the least developed countries, landlocked developing countries and small island developing States for a resilient Asian and Pacific region.

16.43 Each component of the subprogramme reflects the specific needs of the relevant subregion within the context of existing subregional cooperation frameworks and the institutional landscape. The subprogramme leverages the analytical and normative work of the Commission and supports capacity development through technical cooperation, including South-South cooperation among ESCAP member States, and the provision, on request, of advisory services. Emphasis will be placed on knowledge sharing and networking, including the dissemination of good practices for adaptation, experience sharing and replication. The subprogramme will collect data and produce subregional analysis on identified priority areas in order to ensure greater depth and coverage in its analytical work.

16.44 In line with the quadrennial comprehensive policy review of operational activities for development of the United Nations system, cooperation and coordination with the funds, programmes, specialized agencies and other entities of the United Nations development system will be strengthened at the regional level in order to support country-level development initiatives, at the request of recipient countries, in alignment with the United Nations Development Assistance Framework. The subregional offices will also work closely with subregional organizations, non-governmental organizations, the private sector and other stakeholders in their respective subregions.

16.45 The subregional office for the Pacific will work closely with the Council of Regional Organizations of the Pacific, and in particular the Pacific Islands Forum Secretariat, the Secretariat of the Pacific Community and the Secretariat of the Pacific Regional Environment Programme through the Sustainable Development Working Group, to assist member States in the following priority areas:

(a) National sustainable development planning to address sustainable development in the Pacific;

(b) Balanced integration of the economic, social and environmental dimensions of sustainable development;

(c) Climate change, environmental degradation and management of the ocean;

(d) Gender inequality.

16.46 The subregional office for East and North-East Asia will work closely with major development partners in the subregion, including the Greater Tumen Initiative, to assist member States in the following priority areas:

(a) Promoting subregional cooperation on green economy (in the context of sustainable development and poverty eradication) and subregional environmental challenges such as nature and marine conservation and transboundary air pollution, including through the North-East Asian Subregional Programme for Environmental Cooperation;

(b) Facilitating subregional cooperation towards inclusive development while ensuring gender equality, in particular by leveraging the skills and knowledge of older persons, women, youth and persons with disabilities;

(c) Enhancing transport and trade facilitation to promote economic growth and cooperation in East and North-East Asia;

(d) Strengthening disaster resiliency in East and North-East Asia through enhanced cooperation on technology and knowledge-sharing.

16.47 The subregional office for North and Central Asia will work closely with the Economic Commission for Europe, as well as the Economic Cooperation Organization, the Eurasian Economic Commission and Eurasian Development Bank, the International Fund for Saving the Aral Sea and the Shanghai Cooperation Organization to assist member States in the following priority areas:

(a) Subregional cooperation in transport, water and energy, trade, statistics, knowledge-based development and gender and economy through the United Nations Special Programme for the Economies of Central Asia;

(b) Transport and trade facilitation through improved transport links, transit transport and trade facilitation measures, and reduction of trade barriers;

(c) Energy and water resource management, environmental protection, disaster risk reduction and climate change adaptation.

16.48 The subregional office for South and South-West Asia will work closely with the South Asian Association for Regional Cooperation, the Economic Cooperation Organization and the Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation, international organizations, government agencies and civil society think tanks, among other stakeholders, to assist member States in the following priority areas:

(a) Accelerating inclusive and sustainable growth, poverty eradication, gender equality and universal access to quality education and health, in line with the development agenda beyond 2015 (as and when approved by the General Assembly);

(b) Subregional connectivity through transport, trade and transport facilitation and infrastructure investment for economic integration;

(c) Attainment of sustainable development goals on energy and food security through subregional cooperation;

(d) Subregional cooperation for increased capacity for disaster risk reduction strategies and policies;

(e) Assisting the least developed and landlocked countries of the subregion in accelerating inclusive development through increased productive capacity and achieving graduation from least developed country status.

16.49 ESCAP will work closely with the Association of Southeast Asian Nations to assist the integration of the least developed countries into the South-East Asia subregion.

16.50 ESCAP will build strategic partnerships with other key intergovernmental institutions and development actors in the subregions, and develop and implement programmes in a coherent and coordinated manner, utilizing the United Nations development system at the subregional and national levels to bridge key development gaps.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/253	World Summit on Sustainable Development
57/270 A and B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
60/1	2005 World Summit Outcome
61/16	Strengthening of the Economic and Social Council
63/239	Doha Declaration on Financing for Development: outcome document of the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus
64/1	High-level United Nations Conference on South-South Cooperation

64/186	Building connectivity through the Trans-Eurasian Information Super Highway (subprogrammes 1, 5, 6 and 8)
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development) (subprogrammes 1, 2, 4 and 6)
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
64/289	System-wide coherence
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/125	Cooperation between the United Nations and the Eurasian Economic Community
65/140	Cooperation between the United Nations and the Organization of the Islamic Conference
65/146	Innovative mechanisms of financing for development (subprogrammes 1, 2, 4 and 6)
65/163	United Nations Decade of Education for Sustainable Development (2005-2014)
65/214	Human rights and extreme poverty
65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020
65/309	Happiness: towards a holistic approach to development
65/311	Multilingualism
65/316	Cooperation between the United Nations and the Pacific Islands Forum
66/213	Fourth United Nations Conference on the Least Developed Countries
66/288	The future we want
67/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
67/14	Cooperation between the United Nations and the Economic Cooperation Organization
67/15	Cooperation between the United Nations and the Shanghai Cooperation Organization
67/110	Cooperation between the United Nations and the Association of Southeast Asian Nations

67/202	Entrepreneurship for development
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals
68/11	The situation in Afghanistan
68/158	The right to development
68/209	Agricultural technology for development
68/219	Role of the United Nations in promoting development in the context of globalization and interdependence
68/224	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
68/229	Operational activities for development of the United Nations system
68/230	South-South cooperation
68/233	Agriculture development, food security and nutrition
68/234	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners

Economic and Social Council resolutions and decisions

37 (IV)	Economic Commission for Asia and the Far East
1895 (LVII)	Change of name of the Economic Commission for Asia and the Far East
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2005/305	Promoting coordination and consolidation of the work of the functional commissions

2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the substantive session of the Economic and Social Council in 2008
2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up (subprogrammes 1, 2, 4 and 6)
2011/7	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2013/3	A conference structure of the Economic and Social Commission for Asia and the Pacific for the inclusive and sustainable development of Asia and the Pacific
2013/5	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2013/16	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2013/43	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations
2013/46	Programme of Action for the Least Developed Countries for the Decade 2011-2020

Economic and Social Commission for Asia and the Pacific resolutions

61/11	Implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries (subprogrammes 2 and 3)
62/1	Achieving the Millennium Development Goals in the ESCAP region
63/4	Achieving the Millennium Development Goals in the ESCAP region

63/5	Midterm review of the implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries (subprogrammes 2, 3 and 8)
64/6	Achieving the Millennium Development Goals in the ESCAP region
66/1	Incheon Declaration
66/3	Implementation of the Dhaka Outcome Document on the Brussels Programme of Action for the Least Developed Countries
66/9	Full and effective implementation of the Beijing Platform for Action and its regional and global outcomes in the Asia-Pacific region
66/15	Strengthening of the evaluation function of the secretariat of the Commission
67/1	Ulaanbaatar Declaration: Outcome of the High-level Asia-Pacific Policy Dialogue on the Implementation of the Almaty Programme of Action and other Development Gaps Faced by the Landlocked Developing Countries (subprogrammes 1, 2 and 3)
67/14	Cooperation between the Economic and Social Commission for Asia and the Pacific and other United Nations and regional and subregional organizations serving Asia and the Pacific
67/15	Midterm review of the functioning of the conference structure of the Commission
68/2	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020 in the Asia-Pacific region
68/8	Enhancing coordination within the United Nations system and cooperation with regional organizations for promoting regional development
68/9	Terms of reference of the Advisory Committee of Permanent Representatives and Other Representatives Designated by Members of the Commission
69/1	A conference structure of the Commission for the inclusive and sustainable development of Asia and the Pacific
69/4	Asia-Pacific Ministerial Dialogue: From the Millennium Development Goals to the United Nations Development Agenda beyond 2015

Subprogramme 1
Macroeconomic policy and inclusive development

General Assembly resolutions

65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
65/313	Follow-up to the Conference on the World Financial and Economic Crisis and Its Impact on Development
68/18	Graduation of countries from the least developed country category
68/201	International financial system and development
68/202	External debt sustainability and development
68/204	Follow-up to the International Conference on Financing for Development
68/222	Development cooperation with middle-income countries
68/226	Second United Nations Decade for the Eradication of Poverty (2008-2017)

Economic and Social Council resolutions

2005/39	Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific
2011/39	Follow-up to the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development: consideration of the possible establishment of an ad hoc panel of experts
2012/9	Poverty eradication
2013/20	Report of the Committee for Development Policy
2013/44	Follow-up to the International Conference on Financing for Development

Economic and Social Commission for Asia and the Pacific resolutions

64/7	Financing for the achievement of the Millennium Development Goals by 2015 in the ESCAP region
65/4	Strengthening of the Centre for Alleviation of Poverty through Secondary Crops Development in Asia and the Pacific
68/10	Enhancing regional economic integration in Asia and the Pacific
69/2	Final review of the implementation of the Almaty Programme of Action in the Asia-Pacific region

69/3	Achieving the Millennium Development Goals in Asia and the Pacific: Bangkok Declaration of the Asia-Pacific Least Developed Countries, Landlocked Developing Countries and Small Island Developing States on the Development Agenda beyond 2015
69/4	Asia-Pacific Ministerial Dialogue: From the Millennium Development Goals to the United Nations Development Agenda beyond 2015

Subprogramme 2
Trade and investment

General Assembly resolution

68/199	International trade and development

Economic and Social Council resolutions

2005/38	Statute of the Asian and Pacific Centre for Transfer of Technology
2013/4	Statute of the Centre for Sustainable Agricultural Mechanization

Economic and Social Commission for Asia and the Pacific resolutions

61/3	Statute of the United Nations Asian and Pacific Centre for Agricultural Engineering and Machinery
61/4	Statute of the Asian and Pacific Centre for Transfer of Technology
62/6	Managing globalization through strengthened regional cooperation in trade and investment
68/3	Enabling paperless trade and the cross-border recognition of electronic data and documents for inclusive and sustainable intraregional trade facilitation
69/5	Statute of the Centre for Sustainable Agricultural Mechanization

Subprogramme 3
Transport

General Assembly resolution

66/260	Improving global road safety

Economic and Social Commission for Asia and the Pacific resolutions

60/4	Intergovernmental Agreement on the Asian Highway Network
62/4	Intergovernmental Agreement on the Trans-Asian Railway Network
64/5	Establishment of the Forum of Asian Ministers of Transport
66/4	Implementation of the Bangkok Declaration on Transport Development in Asia

66/5	Implementation of the Jakarta Declaration on Public-Private Partnerships for Infrastructure Development in Asia and the Pacific
66/6	Improving road safety in Asia and the Pacific
68/4	Implementation of the Ministerial Declaration on Transport Development in Asia and the Pacific, including the Regional Action Programme for Transport Development in Asia and the Pacific, phase II (2012-2016), and the Regional Strategic Framework for the Facilitation of International Road Transport
69/6	Implementation of the Tehran Declaration to promote public-private partnerships in infrastructure development in Asia and the Pacific for sustainable development
69/7	Intergovernmental Agreement on Dry Ports

Subprogramme 4
Environment and development

General Assembly resolutions

58/217	International Decade for Action, "Water for Life", 2005-2015
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
64/292	The human right to water and sanitation
65/151	International Year for Sustainable Energy for All
65/154	International Year of Water Cooperation, 2013
67/204	Implementation of the International Year of Water Cooperation, 2013
67/215	Promotion of new and renewable sources of energy
67/290	Format and organizational aspects of the high-level political forum on sustainable development
68/210	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
68/212	Protection of global climate for present and future generations of humankind
68/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Council resolutions

2011/14	Promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific
2013/19	Conclusion of the work of the Commission on Sustainable Development
2013/22	Human settlements

Economic and Social Commission for Asia and the Pacific resolutions

64/3	Promoting renewables for energy security and sustainable development in Asia and the Pacific
67/2	Promoting regional cooperation for enhanced energy security and the sustainable use of energy in Asia and the Pacific
67/3	Sixth Ministerial Conference on Environment and Development in Asia and the Pacific
68/11	Connectivity for energy security
69/8	Enhancing knowledge-sharing and cooperation in integrated water resources management in Asia and the Pacific
69/9	Implementation of the Green Bridge Partnership Programme towards voluntary follow-up to the Rio+20 outcome "The future we want"

Subprogramme 5
Information and communications technology and disaster risk reduction and management

General Assembly resolutions

60/252	World Summit on the Information Society
64/294	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the wake of devastating floods in Pakistan
68/75	International cooperation in the peaceful uses of outer space
68/103	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
68/198	Information and communications technologies for development
68/211	International Strategy for Disaster Reduction
68/220	Science, technology and innovation for development

Economic and Social Council resolutions

2005/40	Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development
2012/3	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
2013/9	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2013/10	Science, technology and innovation for development

Economic and Social Commission for Asia and the Pacific resolutions

61/6	Establishment of the Asian and Pacific Training Centre for Information and Communication Technology for Development
64/2	Regional cooperation in the implementation of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters in Asia and the Pacific
66/8	Review of the proposal for the establishment of the Asian and Pacific centre for information, communication and space technology-enabled disaster management in the Islamic Republic of Iran
66/14	Continuation of the Asian and Pacific Training Centre for Information and Communication Technology for Development
67/4	Establishment of the Asian and Pacific centre for the development of disaster information management
68/5	Asia-Pacific Years of Action for Applications of Space Technology and the Geographic Information System for Disaster Risk Reduction and Sustainable Development, 2012-2017
69/10	Promoting regional information and communications technology connectivity and building knowledge-networked societies in Asia and the Pacific
69/11	Implementation of the Asia-Pacific Plan of Action for Applications of Space Technology and Geographic Information Systems for Disaster Risk Reduction and Sustainable Development, 2012-2017
69/12	Enhancing regional cooperation for building resilience to disasters in Asia and the Pacific

Subprogramme 6
Social development

General Assembly resolutions

64/131	Realizing the Millennium Development Goals for persons with disabilities
64/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding
64/291	Follow-up to paragraph 143 on human security of the 2005 World Summit Outcome
64/293	United Nations Global Plan of Action to Combat Trafficking in Persons
65/180	Organization of the 2011 comprehensive review of the progress achieved in realizing the Declaration of Commitment on HIV/AIDS and the Political Declaration on HIV/AIDS
65/186	Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond
65/228	Strengthening crime prevention and criminal justice responses to violence against women
65/234	Follow-up to the International Conference on Population and Development beyond 2014
65/277	Political Declaration on HIV/AIDS: Intensifying our Efforts to Eliminate HIV/AIDS
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
66/130	Women and political participation
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
67/140	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond
67/144	Intensification of efforts to eliminate all forms of violence against women

67/145	Trafficking in women and girls
67/160	Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families
67/219	International migration and development
68/3	Outcome document of the high-level meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities: the way forward, a disability-inclusive development agenda towards 2015 and beyond
68/4	Declaration of the High Level-Dialogue on International Migration and Development
68/33	Women, disarmament, non-proliferation and arms control
68/130	Policies and programmes involving youth
68/131	Promoting social integration through social inclusion
68/133	Cooperatives in social development
68/134	Follow-up to the Second World Assembly on Ageing
68/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
68/136	Preparations for and observance of the twentieth anniversary of the International Year of the Family
68/137	Violence against women migrant workers
68/138	Convention on the Elimination of All Forms of Discrimination against Women
68/139	Improvement of the situation of women in rural areas
68/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
68/179	Protection of migrants
68/191	Taking action against gender-related killing of women and girls
68/192	Improving the coordination of efforts against trafficking in persons
68/227	Women in development
68/228	Human resources development

Economic and Social Council resolutions and decisions

2010/7	Strengthening the institutional arrangements for support of gender equality and the empowerment of women
2010/10	Future organization and methods of work of the Commission for Social Development
2010/12	Promoting social integration
2010/14	Future implementation of the Madrid International Plan of Action on Ageing, 2002
2010/15	Strengthening crime prevention and criminal justice responses to violence against women
2010/24	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to global public health adopted at the high-level segment of the 2009 substantive session of the Economic and Social Council
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2011/19	Joint United Nations Programme on HIV/AIDS (UNAIDS)
2011/21	Human settlements
2011/27	Further promotion of equalization of opportunities by, for and with persons with disabilities and mainstreaming disability in the development agenda
2011/28	Modalities for the second review and appraisal of the Madrid International Plan of Action on Ageing, 2002
2012/11	Mainstreaming disability in the development agenda
2013/11	Joint United Nations Programme on HIV/AIDS
2013/16	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2013/18	Future organization and methods of work of the Commission on the Status of Women
2013/27	Preparations for and observance of the twentieth anniversary of the International Year of the Family
2013/28	Mainstreaming disability in the development agenda: towards 2015 and beyond
2013/29	Second review and appraisal of the Madrid International Plan of Action on Ageing, 2002

2013/36	Taking action against gender-related killing of women and girls
2013/243	Report of the Commission for Social Development on its fifty-first session and provisional agenda and documentation for the fifty-second session

Economic and Social Commission for Asia and the Pacific resolutions

65/3	High-level Intergovernmental Meeting on the Final Review of the Implementation of the Asian and Pacific Decade of Disabled Persons, 2003-2012
66/10	Regional call for action to achieve universal access to HIV prevention, treatment, care and support in Asia and the Pacific
66/11	Regional preparations for the High-level Intergovernmental Meeting on the Final Review of the Implementation of the Asian and Pacific Decade of Disabled Persons, 2003-2012
66/12	Sixth Asian and Pacific Population Conference
67/5	Full and effective implementation of the Madrid International Plan of Action on Ageing in the Asia-Pacific region
67/6	Enhancing accessibility for persons with disabilities at ESCAP
67/7	Role of cooperatives in social development in Asia and the Pacific
67/8	Strengthening social protection systems in Asia and the Pacific
67/9	Asia-Pacific regional review of the progress achieved in realizing the Declaration of Commitment on HIV/AIDS and the Political Declaration on HIV/AIDS
68/6	Asia-Pacific regional preparations for the special session of the General Assembly on the International Conference on Population and Development beyond 2014
68/7	Asian and Pacific Decade of Persons with Disabilities, 2013-2022
69/13	Implementation of the Ministerial Declaration on the Asian and Pacific Decade of Persons with Disabilities, 2013-2022, and the Incheon Strategy to "Make the Right Real" for Persons with Disabilities in Asia and the Pacific
69/14	Implementation of the Bangkok statement on the Asia-Pacific review of the implementation of the Madrid International Plan of Action on Ageing

Declaration

Asian and Pacific Ministerial Declaration on Population and Development (E/ESCAP/APPC(6)/3, sect. I)

Subprogramme 7
Statistics

General Assembly resolution

68/261	Fundamental Principles of Official Statistics

Economic and Social Council resolutions

2006/6	Strengthening statistical capacity
2011/15	Revision of the statute of the Statistical Institute for Asia and the Pacific
2013/21	Fundamental Principles of Official Statistics

Economic and Social Commission for Asia and the Pacific resolutions

246 (XLII)	Statistical services in Asia and the Pacific
65/2	Regional technical cooperation and capacity-building in statistics development in Asia and the Pacific
67/10	A core set of economic statistics to guide the improvement of basic economic statistics in Asia and the Pacific
67/11	Strengthening statistical capacity in Asia and the Pacific
67/12	Improvement of civil registration and vital statistics in Asia and the Pacific
67/13	Revision of the statute of the Statistical Institute for Asia and the Pacific
69/15	Implementing the outcome of the High-level Meeting on the Improvement of Civil Registration and Vital Statistics in Asia and the Pacific
69/16	A core set of population and social statistics to guide national capacity development in Asia and the Pacific

Subprogramme 8
Subregional activities for development

General Assembly resolutions

63/260	Development-related activities
65/2	Outcome document of the High-level Review Meeting on the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
67/78	Oceans and the law of the sea
67/206	International Year of Small Island Developing States

68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Economic and Social Council resolution

2010/34	Review of United Nations support for small island developing States

Economic and Social Commission for Asia and the Pacific resolutions

237 (XL)	The Commission's activities in the Pacific
60/6	Revitalization of the United Nations ESCAP Pacific Operations Centre
62/9	Regional follow-up to the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
62/12	Strengthening Pacific island developing countries and territories through regional cooperation
66/2	Five-year review of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
66/7	Pacific Urban Agenda
66/13	Strengthening regional cooperation in North and Central Asia
68/1	Reaffirming the special case and the unique and particular vulnerabilities of small island developing States with a focus on the Pacific
69/17	Sustainable management, conservation and use of ocean resources for the development of Asia-Pacific small island developing States

Programme 17

Economic development in Europe

Overall orientation

17.1 The programme is under the responsibility of the Economic Commission for Europe (ECE).

17.2 The overarching theme of the programme is sustainable development, which will be achieved through implementing the agreed mandates of and strengthening the synergies among its eight subprogrammes: (a) environment; (b) transport; (c) statistics; (d) economic cooperation and integration; (e) sustainable energy; (f) trade; (g) forestry and timber; and (h) housing, land management and population. Consistent with the legislative mandates, including Commission decision A (65) of 11 April 2013 on the outcome of the review of the 2005 reform of ECE and other legislative mandates, the programme will promote sustainable development and regional cooperation and integration through (a) policy dialogue; (b) normative work; and (c) technical cooperation.

17.3 In particular, ECE will provide a neutral platform for regional policy dialogue on economic, social and environmental issues among its 56 member States. It will support the normative work through the exchange of experiences and the development and implementation of international legal instruments, norms and standards, as well as the identification and dissemination of best practices in and outside the region. It will promote technical cooperation with countries in the region, including economies in transition, with a view to integrating them into the world economy and achieving sustainable development in the region.

17.4 The programme is expected to continue to actively contribute to the global development agenda, including by defining standards that could be used by developing countries, possibly by opening up ECE legal instruments to global participation, by taking joint action with other regional commissions and United Nations entities and by contributing to North-South, South-South and triangular cooperation in close consultation with the broader United Nations development system through the United Nations Development Group.

17.5 Due consideration will be given to the gender dimension of development, given that women constitute more than half of the population and are active agents and beneficiaries of sustainable development in the region. Gender equality and the empowerment of women will be integrated in ECE subprogrammes in accordance with the United Nations System-wide Action Plan. In particular, the programme will focus on women in the economy and promote women's entrepreneurship in the region.

17.6 ECE will also pursue system-wide coherence in its programme delivery to avoid overlap, reduce duplication, multiply effect, increase impact and ensure sustainability of its work in the region. To this end, it will draw upon the work of other United Nations entities and relevant organizations. It will provide leadership to the Regional Coordination Mechanism and contribute to the work of the United Nations Development Group for Europe and Central Asia by supporting the United Nations Development Assistance Framework and One United Nations programmes in the region.

17.7 Cooperation with other regional commissions will be pursued through joint events and initiatives, joint projects and programmes and information sharing and knowledge management. Coordination will be ensured through regular meetings of the executive secretaries, chiefs of programme planning and focal points, as well as through the Regional Commissions New York Office.

17.8 The United Nations Special Programme for Economies of Central Asia, jointly implemented by ECE and the Economic and Social Commission for Asia and the Pacific (ESCAP), will continue to serve as the major framework for ECE cooperation with other relevant stakeholders in Central Asia.

17.9 The programme will actively contribute to integrated and coordinated follow-up to and implementation of the outcomes of the major United Nations conferences and summits in economic, social and environmental fields, including the United Nations Conference on Sustainable Development, the summit of Heads of State and Government on the post-2015 development agenda, the Third United Nations Conference on Human Settlements, the 20-year review of the Beijing Programme for Action and the comprehensive 10-year review of the Almaty Programme of Action.

17.10 The programme will also contribute to the Decade of Action for Road Safety (2011-2020), the Decade of Sustainable Energy for All (2014-2024), World Water Day and the International Day of Forests.

17.11 Within its mandate and depending upon the theme, the programme will contribute to the High-level Political Forum on Sustainable Development under the auspices of the Economic and Social Council and the General Assembly.

17.12 Pursuant to Commission decision A (65), the Trade and Sustainable Land Management Division was merged with the Economic Cooperation and Integration Division in the Economic Cooperation, Trade and Land Management Division. The new Division is responsible for subprogramme 4 (Economic cooperation and integration), subprogramme 6 (Trade), subprogramme 7 (Forestry and timber) and a Housing and land management component of subprogramme 8. The Population component of subprogramme 8 remains the responsibility of the Statistics Division.

17.13 The programme will continue to focus on delivering concrete results that seek to improve people's daily lives.

Subprogramme 1
Environment

Objective of the Organization: To improve environmental governance and performance throughout the region for safeguarding the environment and health

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved response to environmental challenges by ECE constituencies	(a) Number of new measures taken by ECE constituencies in response to existing and emerging environmental challenges
(b) Strengthened implementation of ECE multilateral environmental commitments and increased geographical coverage	(b) (i) Increased percentage of Contracting Parties reporting on the implementation of ECE multilateral environmental agreements
	(ii) Increased number of Contracting Parties to the ECE multilateral environmental agreements
(c) Strengthened national capacity for environmental monitoring and assessment systems in the countries of Eastern Europe, the Caucasus, Central Asia and South-Eastern Europe	(c) Increased percentage of implementation of ECE recommendations on environmental monitoring by member States
(d) Improved environmental performance of interested countries	(d) Percentage of environmental performance review recommendations implemented by countries reviewed during a biennium

Strategy

17.14 The Environment Division is responsible for implementing the subprogramme. Using a country needs-based approach, it will focus on strengthening the capacity of the countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia in environmental policymaking and management, including for the effective implementation of environmental legislation.

17.15 The subprogramme will promote environmental governance in the region and cross-border cooperation between countries, and it will further strengthen integration of environmental concerns into sectoral policies through the implementation of ECE policy tools, education for sustainable development, transport, health and environment, the ECE multilateral environmental agreements and the sharing of information (e.g., Shared Environmental Information System), experiences and good practices in the ECE region. Cross-sectoral work will also include the promotion of synergies between the ECE legal instruments. The subprogramme will also work with interested non-ECE countries, in particular those interested in joining multilateral environmental agreements that have recently been opened to global accession.

17.16 The subprogramme will continue to conduct environmental performance reviews, assisting countries in the implementation of the recommendations from their national reviews and monitoring the impact of the recommendations on policy formulation and implementation. It will also strengthen countries' capacity to provide timely and accurate environmental data, thus contributing to improved environmental monitoring and reporting. The subprogramme will further promote the use of the ECE guidelines for environmental monitoring and assessment by member States.

17.17 Other activities will include the promotion of sustainable development in the region, as well as the implementation of the outcomes of the regional and global summits and conferences on environment and sustainable development, in particular the United Nations Conference on Sustainable Development and the post-2015 development agenda.

Subprogramme 2
Transport

Objective of the Organization: To promote sustainable transport which is safe, clean and competitive, through the development of freight and personal mobility by inland transport modes, by improving traffic safety, environmental performance, energy efficiency, inland transport security and efficient service provision in the transport sector

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened legal and regulatory framework for international land (road, rail, inland waterway and intermodal transport) transport, transport infrastructure, border-crossing facilitation, transport of dangerous goods, vehicle construction and other transport-related services	(a) (i) Increased share of legal instruments on transport in force administered by ECE relative to the total number of United Nations legal instruments on transport administered by ECE
	(ii) Number of new vehicle regulations and amendments
	(iii) Number of international legal instruments amended to reflect the latest revised edition of the United Nations Recommendations on the Transport of Dangerous Goods
(b) Greater geographical coverage and more effective implementation of United Nations legal instruments and recommendations on transport administered by ECE	(b) (i) Increased number of Contracting Parties, including from outside the region, to United Nations legal instruments and recommendations on transport administered by ECE
	(ii) Increased number of mechanisms in place for monitoring the implementation of United Nations legal instruments and recommendations administered by ECE

(c) Enhanced capacity in ECE member States, particularly in landlocked developing countries, for the development of the pan-European and transcontinental transport infrastructure and transport facilitation measures	(c) (i) Increased number of Contracting Parties to four key transport infrastructure agreements (ii) Increased number of United Nations Member States participating in ECE subregional transport infrastructure projects
(d) Strengthened capacity to implement relevant ECE legal instruments, norms and standards, in particular in the countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia	(d) (i) Number of capacity-building activities on transport (ii) Increased number of ECE member States having established road safety improvement targets

Strategy

17.18 The Transport Division is responsible for implementing the subprogramme. The subprogramme focuses on four broad functional areas:

(a) Further development of legal and regulatory framework for inland transport at international, national and local levels through new instruments and the updating of 58 legal instruments that cover all modes of inland transport, vehicle regulations and the transport of dangerous goods. The subprogramme will actively collaborate with member Governments and other stakeholders, build consensus at relevant administrative committee meetings of conventions and agreements and other intergovernmental meetings on transport, in particular the Economic and Social Council Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System for the Classification and Labelling of Chemicals, the ECE Inland Transport Committee, 17 working parties and other subsidiary bodies;

(b) Broad use and improved implementation capacity of the existing legal and regulatory framework, through intensive efforts to promote new accessions to the United Nations legal instruments administered by ECE and strengthened implementation of monitoring mechanisms. In line with the United Nations Decade of Action for Road Safety, special focus is on United Nations Road Safety Legal Instruments. The incorporation of certain United Nations legal instruments in the European Union Community acquis will continue to play an important role;

(c) Strengthening of national capacity for the development of pan-European and transcontinental transport infrastructure, including transport and border-crossing facilitation. Emphasis will be placed on regional and subregional cooperation activities. The Trans-European Motorways and the Trans-European Railways projects will build on their master plans and on specific high-value projects. The development of Euro-Asian Transport Links and the unified railway law will be promoted in cooperation with the participating member States, ESCAP, other international organizations and various private sector stakeholders. Strengthening of transport links between Europe and Africa and between Europe and the Middle East, including the Mediterranean region, will be promoted in cooperation with the relevant stakeholders. Transport facilitation will focus on transit and border-crossing facilitation, inter alia through measurement of border-crossing performance and the promotion of electronic communications. The special needs of landlocked transition economies will be addressed through technical assistance and analytical work in compliance with the General Assembly resolutions on the Almaty Programme of Action;

(d) Capacity-building. Special attention will be given to further strengthening the national capacity of countries, assess the environmental performance of their transport sector using the ForFITS (For Future Inland Transport System) tool, as well as the ways in which the transport and logistics sector contribute to national competitiveness.

17.19 To achieve goals in the above four functional areas, the subprogramme will:

(a) Act as Custodian of legal instruments in transport;

(b) Undertake analytical activities;

(c) Effectively follow up on the transport-related outcome of the United Nations Conference on Sustainable Development and contribute to the post-2015 development agenda;

(d) Strengthen cooperation and partnerships with regional economic organizations, as well as other international organizations relevant for transport;

(e) Work on multisectoral projects, with particular focus on promoting sustainable development of transport, and specifically on joint servicing of the Pan-European Programme on Transport, Health and Environment.

17.20 The Division will continue to service the ECE Inland Transport Committee and the Economic and Social Council Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals.

Subprogramme 3
Statistics

Objective of the Organization: To improve the quality of official statistics at the national and international levels, and to ensure the coordination of international statistical activities undertaken in the ECE region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Streamlined international statistical work	(a) (i) Number of international organizations contributing to the statistical work of the Conference of European Statisticians and its subsidiary bodies (ii) Number of statistical areas reviewed in depth by the Bureau of the Conference of European Statisticians

(b) Updated and newly developed standards and recommendations to enhance international comparability of statistics	(b) (i) Number of new or revised international statistical standards and recommendations developed with ECE contribution (ii) Number of statistical areas (according to the ECE Classification of Statistical Activities) to which ECE makes substantive methodological contributions
(c) Improved national capacities to implement international standards and recommendations in official statistics, including on international development goals and gender-sensitive indicators	(c) (i) Number of countries with less developed statistical systems that implement recommendations from global assessments of national statistical systems in their strategies for statistical development (ii) Percentage of national experts that express satisfaction with the relevance and quality of ECE advisory services, training courses and workshops
(d) Improved availability and increased use of statistics from the ECE database, in particular related to international development goals, gender equality, key socioeconomic indicators and sustainable development in support of evidence-based policymaking in ECE member States	(d) (i) Number of downloads of statistical data from the ECE statistical database (ii) Percentage of users that express satisfaction with the quality, coverage and timeliness of data contained in the ECE statistical database

Strategy

17.21 The responsibility for the subprogramme is vested in the Statistical Division. The subprogramme seeks to improve the quality, coverage and timeliness of official statistics for evidence-based economic, social and environmental policymaking, and for assessing progress towards international development goals and sustainable development.

17.22 Coordinating international statistical activities in the region will remain a central component. Cooperation with the statistical services of other United Nations entities and international organizations will continue through joint meetings and working groups to develop standards and recommendations and identify good practices.

17.23 The subprogramme will work on priorities identified by the ECE member States, with a focus on measuring sustainable development, post-2015 development agenda; globalization; population, poverty and inequality; promoting modernization of statistical production, including the use of geospatial information; and capacity-building, taking into account recent methodological and technological development in official statistics. Work will be undertaken in close cooperation with experts from ECE member States and international organizations through expert groups performing specific tasks within a set time frame and resulting in the development of methodological and practical guidelines, including training materials.

17.24 The subprogramme will provide support and guidance to ECE member States, particularly those with less developed statistical systems regarding existing United Nations standards and best practices and their implementation at the national level, promote the Fundamental Principles of Official Statistics and provide advice on institutional frameworks of official statistics, by conducting global assessments of national statistical systems. The advisory work will be demand-driven, focusing on areas where United Nations standards and recommendations exist, such as population censuses, international development goals, national accounts, prices, business statistics, gender-disaggregated statistics, environmental indicators and modernizing statistical production.

17.25 The subprogramme will collect and disseminate statistical information, including on progress towards the achievement of international development goals and gender equality, which will be accessible to the public on the Internet. A quality framework will ensure the relevance, timeliness and user-friendliness of dissemination.

Subprogramme 4
Economic cooperation and integration

Objective of the Organization: To promote a policy, financial and regulatory environment conducive to the sustained economic growth, innovative development and greater competitiveness of economies in the ECE region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved dialogue on promoting a policy, financial and regulatory environment conducive to sustained economic growth, innovative development and greater competitiveness	(a) Number of new policy recommendations resulting from the exchange of national experiences and best practices among member States
(b) Enhanced implementation of ECE recommendations on promoting a policy, financial and regulatory environment conducive to sustained economic growth, innovative development and greater competitiveness	(b) Number of new measures taken by member States to implement ECE recommendations
(c) Strengthened national capacity of countries in the region to promote good practices and implement ECE recommendations on a policy, financial and regulatory environment conducive to sustained economic growth, innovative development and greater competitiveness	(c) Number of capacity-building events organized for countries in the region

Strategy

17.26 The Economic Cooperation, Trade, and Land Management Division is responsible for implementing the subprogramme. The subprogramme will contribute to the follow-up to the United Nations Conference on Sustainable Development and to the post-2015 development agenda by assisting ECE member States, particularly those with economies in transition, to create an enabling environment for innovation and competitiveness at the national and regional levels.

17.27 The strategy for achieving this objective rests on three pillars: (a) a regional dialogue aimed at identifying relevant policy issues and generating policy recommendations; (b) implementation of policy recommendations and best practices; and (c) technical cooperation.

17.28 The subprogramme focuses on two complementary areas: (a) innovation and competitiveness policies; and (b) public-private partnerships for infrastructure development. The work on innovation and competitiveness policies will support sustainable economic growth, innovative development and competitiveness by promoting best practices in national innovation systems, innovation financing and the creation of a supportive business climate. The work on public-private partnerships will support the same objective by promoting innovative ways of financing, building and managing critical infrastructure for innovation and international competitiveness.

17.29 Policy dialogues will draw on the knowledge of national and international experts. Implementation will be supported through wide dissemination of the resulting good practices and policy recommendations. Policy advisory services and capacity-building assistance will be based on this normative work.

17.30 The subprogramme will draw upon the work of other relevant organizations and institutions operating in this field. It will strengthen partnerships with United Nations agencies, funds and programmes and national public-private partnership units in the region.

17.31 The work of the subprogramme will be supported by two teams of specialists (on innovation and competitiveness policies and on public-private partnership), involving government representatives and other stakeholders, and a broader network of experts.

17.32 The subprogramme will contribute to the work of the Project Working Group on Knowledge-based Development under the United Nations Special Programme for the Economies of Central Asia.

Subprogramme 5
Sustainable energy

Objective of the Organization: To improve access to affordable and clean energy for all and to help reduce greenhouse gas emissions and the carbon footprint of the energy sector in the region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved policy dialogue and cooperation among all stakeholders on sustainable energy issues, in particular energy efficiency, cleaner electricity production from fossil fuels, renewable energy, coal mine methane, mineral resource classification, natural gas and energy security	(a) (i) Increased number of recommendations on sustainable energy issues agreed by ECE intergovernmental bodies (ii) Increased number of measures on affordable and clean energy for all taken by member States
(b) Increased awareness of the role of energy efficiency and renewable energy in achieving sustainable energy development	(b) (i) Increased number of best practices on energy efficiency identified and disseminated (ii) Increased number of best practices on renewable energy identified and disseminated
(c) Strengthened implementation of ECE recommendations/guidelines, best practices and other normative instruments for sustainable energy development	(c) (i) Increased number of countries to apply the United Nations Framework Classification for Fossil Energy and Mineral Reserves and Resources (ii) Increased number of activities to disseminate coal mine methane best practices globally

Strategy

17.33 The Sustainable Energy Division is responsible for implementing the subprogramme. The subprogramme will promote international policy dialogue and cooperation among Governments, energy industries and other stakeholders. This work will contribute to fostering sustainable energy development in States Members of the United Nations, improving their access to affordable and clean energy for all within the Sustainable Energy for All initiative of the Secretary-General and reducing greenhouse gas emissions and the carbon footprint of the energy sector. The subprogramme will focus on issues related to energy security, energy efficiency, cleaner electricity production from fossil fuels, renewable energy, coal mine methane, United Nations Framework Classification related to energy and mineral reserves and resources and natural gas. The subprogramme will continue its energy security dialogue and contribute to the post-2015 development agenda.

17.34 The work of the subprogramme will strengthen regional cooperation in energy efficiency, promote activities that significantly reduce greenhouse gas emissions and provide a forum for multi-stakeholder dialogue on ways to promote sustainable and clean production, distribution and consumption of gas. The subprogramme will implement activities to increase the uptake of renewable energy to improve energy access in the ECE region. It will promote the reduction of greenhouse gas emissions from coal mines through recovery and use of methane in order to reduce the risks of explosions. The subprogramme will draw on the work of other relevant organizations and institutions. It will work in cooperation with other regional commissions and United Nations agencies, funds and programmes and other organizations.

17.35 The subprogramme will contribute to the development, extension and implementation of ECE policy recommendations, norms, standards, guidelines and tools on energy-related issues. It will assist member States, at their request, through training programmes, advisory services and technical cooperation projects.

Subprogramme 6
Trade

Objective of the Organization: To strengthen trade facilitation and trade-related economic cooperation in the ECE region and beyond

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased consensus on best practices and strengthened implementation of ECE recommendations, norms, standards, guidelines and tools for trade facilitation and electronic business	(a) (i) Number of new and/or revised recommendations, norms, standards and tools for trade facilitation and electronic business adopted by the ECE (ii) Number of page views of ECE key trade facilitation and electronic business recommendations, norms, standards, guidelines and tools, as a proxy for their use
(b) Increased consensus on best practices and strengthened implementation of ECE recommendations, norms, standards, guidelines and tools for regulatory cooperation	(b) Number of new and/or revised recommendations and tools for regulatory cooperation adopted by the ECE
(c) Increased consensus on best practices and strengthened implementation of ECE recommendations, norms, standards, guidelines and tools for agricultural quality standards	(c) (i) Number of new and/or revised recommendations and standards on agricultural produce adopted by the ECE (ii) Number of implementations of existing, new or revised ECE agricultural quality standards by member States (iii) Number of opened PDF files with ECE recommendations and standards on agricultural produce, as a proxy for their use

(d) Enhanced national capacity of member States for the implementation of ECE recommendations, norms, standards, guidelines and tools	(d) Number of new national actions to implement ECE recommendations, norms, standards, guidelines and tools

Strategy

17.36 The Economic Cooperation, Trade, and Land Management Division is responsible for implementing the subprogramme. The subprogramme contributes to the establishment of an open, rule-based, predictable and non-discriminatory trading system, especially in the ECE less economically developed and landlocked developing countries. It takes into account the international recognition of trade as a key vehicle for achieving sustained economic growth, the elimination of poverty and greater regional integration by United Nations summits and conferences on sustainable development and the post-2015 development agenda.

17.37 The subprogramme will work to achieve its objective and expected accomplishments by supporting the reduction of barriers to trade caused by differences in trade procedures, standards and documents and divergent regulatory approaches and standards for manufactured and agricultural products that hamper market access. More specifically, the subprogramme will promote:

(a) Simple, transparent and effective processes for global commerce through development and maintenance of international trade facilitation instruments to support international supply chains and the integration of countries into the global economy. These instruments include global standards and best practices for moving from paper-based to automated electronic processes and for harmonizing and simplifying business practices in international trade;

(b) A predictable, transparent and harmonized regulatory environment by strengthening the convergence of regulations and by promoting international standards and best practices in regulatory cooperation, conformity assessment, market surveillance and risk management in regulatory systems;

(c) Trade in agricultural produce through the development of up-to-date agricultural quality standards used by Governments and the private sector and through explanatory materials.

17.38 The subprogramme will support Governments, especially the region's less economically developed and landlocked developing countries, in their national and regional adaptation and implementation of ECE trade-related standards and recommendations in national and regional trade facilitation strategies, trade policy and regulatory regimes.

17.39 The subprogramme will work through partnerships with national, regional and international experts and stakeholders. These include Governments, intergovernmental and non-governmental organizations as well as the private sector, with a particular emphasis on obtaining high-level guidance.

Subprogramme 7
Forestry and timber

Objective of the Organization: To strengthen sustainable management of forests in the ECE region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring and assessment of the forest sector, to support sustainable forest management	(a) (i) Percentage of ECE member States able to provide satisfactory data on qualitative indicators of sustainable forest management (ii) Percentage of ECE member States able to provide satisfactory data on quantitative indicators of sustainable forest management (iii) Percentage of ECE member States able to provide satisfactory responses to the ECE/FAO/International Tropical Timber Organization/Eurostat joint forest sector questionnaire
(b) Increased national capacity of countries of Eastern Europe, the Caucasus, Central Asia and South-East Europe in sustainable forest management	(b) Increased number of capacity-building activities on sustainable forest management

Strategy

17.40 The responsibility for the subprogramme is vested in the Economic Cooperation, Trade, and Land Management Division. The subprogramme develops and applies analytical and monitoring tools to support evidence-based policymaking on sustainable forest management. The subprogramme collects, validates and disseminates information and the results of research and analysis; facilitates the exchange of national experience and best practices and monitors progress on key forest-sector indicators. The subprogramme provides a platform for policy dialogue on related issues while taking into account a rapidly changing policy environment, notably in climate change and bioenergy. Implementation of the Action Plan for the Forest Sector in a Green Economy will contribute to promoting the role of the forest sector in a green economy and in mitigation and adaptation to climate change.

17.41 The subprogramme promotes the sustainable management of forests through the sound and legal use of forest products (including raw material, energy, and forest ecosystem services), based on appropriate policies and institutions. Priorities for 2016-2017 will be guided primarily by the outcomes of the joint session of the ECE Committee on Forests and the Forest Industry and the FAO European Forestry Commission (Metsä 2013). The subprogramme supports the development of cross-sectoral and cross-institutional policies promoting sustainable forest management, and enhanced forest governance in line with the outcome of the United Nations

Conference on Sustainable Development. Furthermore, the subprogramme contributes to the post-2015 development agenda by supporting sustainable management of forests, soils and grasslands and by monitoring the status of forests and their effect on climate change mitigation.

17.42 As part of the implementation strategy of the subprogramme, ECE carries out its work in partnership with FAO, the European Forest Institute, Forest Europe and other relevant regional organizations. It provides regular input to the United Nations Forum on Forests and the FAO Committee on Forestry.

17.43 To support forest management, including the provision of forest services and the use of wood and forest products which are ecologically, economically and socially sustainable, the subprogramme: (a) encourages all relevant stakeholders to participate in and implement the activities of the subprogramme; and (b) takes a cross-sectoral approach to ensure that the strategy is well integrated into the policy framework of other sectors. Achieving sustainable forest management is primarily a national responsibility, so the subprogramme and its partners support national-level efforts by developing and disseminating concepts and information, sharing experiences and capacity-building and by defining measurement standards and policy tools.

Subprogramme 8
Housing, land management and population

Objective of the Organization: To strengthen sustainable management of forests in the ECE region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity for policy formulation and implementation in housing, urban planning and land administration	(a) Increased number of countries which participate in ECE results-oriented assessment of national housing policies and land administration systems
(b) Strengthened implementation of ECE guidelines on housing, urban planning and land management	(b) Increased number of countries which apply ECE guidelines on housing, urban planning and land management in their national policies
(c) Enhanced national formulation and implementation of evidence-based policies on population ageing, intergenerational and gender relations	(c) Increased number of countries that have adjusted their national policies or introduced new measures for implementing the ECE Regional Implementation Strategy for the Madrid International Plan of Action on Ageing, 2002

Strategy

17.44 The subprogramme consists of two components: (a) housing and land management, in the Economic Cooperation, Trade, and Land Management Division; and (b) population, in the Statistics Division.

17.45 The housing and land management component works to improve housing, real estate markets, urban development and land administration and management. It promotes the implementation of the Strategy for Sustainable Housing and Land Management in the ECE region for the period 2014-2020 (ECE/HBP/2013/3).

17.46 To promote sustainable housing and real estate markets, the subprogramme will cooperate with member States to improve housing energy efficiency and develop real estate markets which contribute to economic growth.

17.47 The subprogramme will support Governments in preparing national action plans on energy efficiency in the residential sector, as recommended in the Action Plan for Energy-Efficient Housing in the ECE region (ECE/HBP/164).

17.48 The subprogramme will promote an integrated approach to sustainable urban development, i.e., to planning and building sustainable cities and urban settlements. Activities under this area of work will focus on capacity-building for the spatial planning of compact, smart, efficient and inclusive cities and low-carbon, disaster-resilient urban development.

17.49 To assist member States to improve land administration and land management, the subprogramme will address land registration, e-governance, land tenure, spatial information and cadastres. An emphasis will be placed on the challenge of informal settlements and the organizational structure of land registries and cadastres.

17.50 Country profiles on housing and land management which assess the housing and land sectors of a country will be conducted upon the request of member States. They will be coordinated by the secretariat and drafted by independent international and national experts. The Committee on Housing and Land Management will monitor and provide policy guidance on the implementation of the country profile recommendations.

17.51 The subprogramme will contribute to the post-2015 development agenda in energy, environmental protection and other topics related to housing, urban planning, land management and population dynamics.

17.52 The population component of the subprogramme will work to ensure the implementation of the ECE Regional Strategy for the Madrid International Plan of Action on Ageing. It will address the challenges of demographic change and better use of the potential of older persons. It will provide a platform for intergovernmental policy debate on matters relating to ageing and will facilitate communication with a wider network of experts and non-governmental organizations. It will support evidence-based policymaking and monitoring of the implementation of the Madrid Plan of Action by coordinating data collection and policy-oriented research on ageing and intergenerational and gender relations.

17.53 The population component will also support the development of national capacities for policy formulation by providing policy advice on national action plans on ageing as well as providing capacity-building.

Legislative mandates

Overall ECE legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/144	Follow-up to the outcome of the Millennium Summit
57/253	World Summit on Sustainable Development
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
60/248	Special subjects relating to the proposed programme budget for the biennium 2006-2007
65/185	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
68/222	Development cooperation with middle-income countries
66/288	The future we want
67/10	Cooperation between the United Nations and the Eurasian Economic Community
67/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
67/14	Cooperation between the United Nations and the Economic Cooperation Organization
67/15	Cooperation between the United Nations and the Shanghai Cooperation Organization
67/83	Cooperation between the United Nations and the Council of Europe
67/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
68/204	Follow-up to the International Conference on Financing for Development
68/212	Protection of global climate for present and future generations of humankind

68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/230	South-South cooperation
67/264	Cooperation between the United Nations and the Organization of Islamic Cooperation
67/290	Format and organizational aspects of the high-level political forum on sustainable development
68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals

Economic and Social Council resolutions

2006/38	Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2013/1	Outcome of the review of the 2005 Reform of the Economic Commission for Europe
2013/16	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Economic and Social Council decision

2011/247	Report of the Commission on Population and Development on its forty-fourth session and provisional agenda and documentation for its forty-fifth session

Economic Commission for Europe decisions

ECE/AC.21/ 2002/8	Declaration on the establishment of a Transport, Health and Environment Pan-European Programme (THE PEP) adopted at the Second High-level Meeting on Transport, Health and Environment
A (64)	The Work of the Economic Commission for Europe

Legislative mandates specific to ECE subprogrammes

Subprogramme 1
Environment

General Assembly resolutions

47/193	Observance of World Day for Water
58/217	International Decade for Action, "Water for Life", 2005-2015
58/219	United Nations Decade of Education for Sustainable Development, 2005-2014
64/292	The human right to water and sanitation
67/291	Sanitation for All
68/157	The human right to safe drinking water and sanitation

Economic and Social Council resolution

2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the substantive session of the Economic and Social Council in 2008

Economic Commission for Europe decisions

CEP/AC.13/2005/3/Rev.1	ECE Strategy for Education on Sustainable Development adopted by the High-Level meeting of Environment and Education Ministries, 2005
ECE/BELGRADE.CONF/2007/4/Add.1	Statement on Education for Sustainable Development by the Ministers of Education and of the Environment of the UNECE region adopted at the Sixth "Environment for Europe" Ministerial Conference, 2007
ECE/BELGRADE.CONF/2007/8	Ministerial Declaration "Building Bridges to the Future", 2007
ECE/AC.21/2009/2	Report of the High-level Meeting on Transport, Health and Environment on its third session, 2009
ECE/ASTANA.CONF/2011/2/Add.1	Ministerial Declaration "Save water, grow green!", 2011

Recent decisions of the Governing Bodies of the Multilateral Environmental Agreements of the Economic Commission for Europe

ECE/EB.AIR/113 and Add.1	Report of the Executive Body for the Convention on Long-range Transboundary Air Pollution on its thirty-first session

ECE/MP.PRTR/2010/2 and Add.1	Report of the first session of the Meeting of the Parties to the Protocol on Pollutant Release and Transfer Registers
ECE/MP.PP/2011/2 and addenda	Report of the fourth session of the Meeting of the Parties to the Aarhus Convention
ECE/MP.EIA/15	Report of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context on its fifth session
ECE/MP.EIA/SEA/2	Report of the Meeting of the Parties to the Convention on Environmental Impact Assessment in a Transboundary Context serving as the Meeting of the Parties to the Protocol on Strategic Environmental Assessment on its first session
ECE/CP.TEIA/24	Report of the seventh meeting of the Conference of the Parties to the Convention on the Transboundary Effects of Industrial Accidents
ECE/MP.WAT/37 and addenda	Report of the Meeting of the Parties to the Convention on the Protection and Use of Transboundary Watercourses and International Lakes on its sixth session
ECE/MP.WH/4 and addenda	Report of the Meeting of the Parties to the Protocol on Water and Health on its second session

Subprogramme 2
Transport

General Assembly resolutions

58/9	Global road safety crisis
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
63/2	Outcome document of the midterm review of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
64/255	Improving global road safety
66/260	Improving global road safety
67/13	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization

Economic and Social Council resolutions

1999/65	Reconfiguration of the Committee of Experts on the Transport of Dangerous Goods into a Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals
2011/25	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals
2013/7	Europe-Africa fixed link through the Strait of Gibraltar
2013/25	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

Economic Commission for Europe decision

ECE/AC.21/2009/2	Report of the High-level Meeting on Transport, Health and Environment on its third session

Subprogramme 3
Statistics

General Assembly resolutions

65/170	International migration and development
66/127	Follow-up to the Second World Assembly on Ageing
66/130	Women and political participation
67/144	Intensification of efforts to eliminate all forms of violence against women
67/214	Harmony with Nature
67/219	International migration and development
67/230	The role of the United Nations in promoting a new global human order
68/211	International Strategy for Disaster Reduction
68/216	Harmony with Nature

Economic and Social Council resolutions

1993/5	1993 System of National Accounts
2005/13	2010 World Population and Housing Census Programme
2006/6	Strengthening statistical capacity

2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2012/2	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to education
2013/21	Fundamental Principles of Official Statistics
2013/28	Mainstreaming disability in the development agenda: towards 2015 and beyond
2013/37	Improving the quality and availability of statistics on crime and criminal justice for policy development

Economic Commission for Europe decision

C (47)	The Fundamental Principles of Official Statistics in the Region of the Economic Commission for Europe

United Nations Statistical Commission decisions

38/111	Statistical capacity-building
39/112	Common open standards for the exchange and sharing of data and metadata
40/105	National accounts
40/110	Gender statistics
41/104	Statistics of international trade in services
41/112	Development indicators
42/102	Programme review: gender statistics
42/104	Environmental-economic accounting
42/107	Short-term economic indicators
42/111	Implementation of the Fundamental Principles of Official Statistics
43/101	Programme review: population and housing censuses
43/110	National quality assurance frameworks
43/115	Regional statistical development in Europe
44/101	Programme review: developing a statistical-spatial framework in national statistical systems
44/103	National accounts
44/105	Environment statistics
44/111	Health statistics

Subprogramme 4
Economic cooperation and integration

General Assembly resolutions

66/223	Towards global partnerships
67/7	Cooperation between the United Nations and the Central European Initiative
67/10	Cooperation between the United Nations and the Eurasian Economic Community
67/225	Industrial development cooperation
68/198	Information and communications technologies for development
68/219	Role of the United Nations in promoting development in the context of globalization and interdependence
68/234	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners

Economic and Social Council resolutions

2013/10	Science, technology and innovation for development
2013/44	Follow-up to the International Conference on Financing for Development

Subprogramme 5
Sustainable energy

General Assembly resolution

60/248	Special subjects relating to the proposed programme budget for the biennium 2006-2007

Economic and Social Council resolution

2006/38	Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission

Economic Commission for Europe decision

E/ECE/1434/ Rev.1	Work Plan on ECE reform

Subprogramme 6
Trade

General Assembly resolutions

65/185	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly

67/264	Cooperation between the United Nations and the Organization of the Islamic Conference
68/198	Information and communications technologies for development
68/199	International trade and development

Economic and Social Council resolution

1991/76	Promotion of interregional cooperation in the area of international trade facilitation

Economic and Social Council decision

1997/225	Economic Commission for Europe Recommendation 25, entitled "Use of the UN/EDIFACT Standard"

Subprogramme 7
Forestry and timber

General Assembly resolutions

62/98	Non-legally binding instrument on all types of forests
67/200	International Day of Forests

Economic and Social Council resolution

2007/40	Non-legally binding instrument on all types of forests

Economic and Social Council decision

2013/240	Report of the United Nations Forum on Forests on its tenth session and provisional agenda for its eleventh session

Subprogramme 8
Housing, land management and population

General Assembly resolutions

65/234	Follow-up to the International Conference on Population and Development beyond 2014
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
67/143	Follow-up to the Second World Assembly on Ageing
68/134	Follow-up to the Second World Assembly on Ageing
68/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)

Economic and Social Council resolutions

2010/14	Future implementation of the Madrid International Plan of Action on Ageing, 2002
2013/29	Second review and appraisal of the Madrid International Plan of Action on Ageing, 2002

Economic and Social Council decision

2012/232	Special session of the General Assembly on follow-up to the International Conference on Population and Development beyond 2014

United Nations Commission on Population and Development resolutions

2004/2	Follow-up to the Programme of Action of the International Conference on Population and Development
2009/1	The contribution of the Programme of Action of the International Conference on Population and Development to the internationally agreed development goals, including the Millennium Development Goals

United Nations Commission for Social Development resolution

47/3 (2009)	First review and appraisal of the Madrid International Plan of Action on Ageing, 2002

Economic Commission for Europe decisions

ECE/AC.23/ 2002/2/Rev.6	Regional Implementation Strategy for the Madrid International Plan of Action on Ageing, 2002
ECE/AC.30/ 2007/6	León Ministerial Declaration "A Society for all Ages: Challenges and Opportunities"
ECE/AC.30/ 2012/3	Ministerial Declaration "Ensuring a society for all ages: Promoting quality of life and active ageing", 2012
ECE/HBP/ 2013/3	Strategy for Sustainable Housing and Land Management in the ECE region for the period 2014-2020

Programme 18

Economic and social development in Latin America and the Caribbean

Overall orientation

18.1 The overall purpose of the programme is to promote the economic, social and environmentally sustainable development of Latin America and the Caribbean through international cooperation, by undertaking applied research and comparative analysis of development processes and providing the relevant normative, operational and technical cooperation services in support of regional development efforts.

18.2 The mandate for the programme, which falls within the purview of the Economic Commission for Latin America and the Caribbean (ECLAC), derives from Economic and Social Council resolution 106 (VI), by which the Council established the Commission for the purpose of contributing to and coordinating action towards the economic and social development of the region and reinforcing economic relationships among the countries of the region and with other regions and countries in the world. In 1996, pursuant to Commission resolution 553 (XXVI), the Commission was instructed, inter alia, to collaborate with Member States in the comprehensive analysis of development processes geared to the design, monitoring and evaluation of public policies and the resulting provision of operational services in the fields of specialized information, advisory services, training and support for regional and international cooperation and coordination.

18.3 The Commission will continue to pursue key objectives shared by all the regional commissions, to support the development pillar of the United Nations, to foster economic integration at the subregional and regional levels, to promote the implementation of the post-2015 development agenda and the resulting internationally agreed sustainable development goals (once approved by the General Assembly) and to facilitate sustainable development by helping to bridge economic, social and environmental gaps between and among countries in the region and the industrialized economies.

18.4 To achieve these objectives, ECLAC will continue to respond to the needs of the countries in the region, serving as a regional forum and facilitator in building regional consensus, supporting public-policy formulation to meet the development challenges facing the region and promoting and conducting multilateral dialogue, sharing knowledge and networking at the interregional, regional and subregional levels. The Commission will promote intraregional and interregional cooperation through coordinated actions with other regional commissions and collaborate with other regional organizations, particularly with United Nations entities.

18.5 The overall strategy of the Commission for achieving the objectives of the programme is structured around 14 interdependent and complementary subprogrammes, implemented through an integrated and multidisciplinary approach. Special efforts have been made to ensure that the gender mainstreaming strategy of the Commission is reflected throughout the present biennial programme plan. During the biennium, ECLAC will continue to ensure that its gender mainstreaming strategy complements the substantive work of all its divisions and offices with gender objectives and follow-up indicators.

18.6 The main guidelines and overarching orientation for the formulation of the strategic framework for the biennium 2016-2017 were drawn from the internationally agreed development goals stemming from the major United Nations conferences and summits in the economic and social fields, including those set forth in the Millennium Declaration, the 2005 World Summit Outcome, the outcome document of the United Nations Conference on Sustainable Development (General Assembly resolution 66/288, annex), as well as the resulting new set of sustainable development goals deriving from the post-2015 development agenda (once approved by the General Assembly).

18.7 Economic growth in Latin America and the Caribbean between 2003 and 2011 enabled the region to recover from a lacklustre period that began with the debt crisis of the early 1980s. Between 2003 and 2011, following the five-year period from 1998 to 2002 known as the "lost half-decade", most of the countries of Latin America and the Caribbean experienced their fastest growth since the 1960s, outpacing the global average and the advanced economies. This led to a significant improvement in the living conditions of the population, as reflected in social and labour indicators. Not only was headway made in reducing unemployment, poverty and extreme poverty, but also for the first time in several decades, a sizeable subset of countries in the region achieved positive results in terms of income distribution. This was also a period of relative macroeconomic stability, with growth accompanied by single-digit annual inflation on average, despite the spike in international prices for oil, food and other commodities. Most of the countries in the region were able to take advantage of the favourable external environment, pairing economic growth with fiscal surpluses and falling external debt levels.

18.8 The behaviour of the region's economies after 2003 can be explained by internal as well as external factors. Within the region, a series of policies were implemented that paved the way for a relatively balanced evolution of the most important macroeconomic variables. On the external front, there was an improvement in the terms of trade for commodity-exporting countries, an increase in foreign direct investment and fluid access to international financing, as well as foreign income from tourism and migrant worker remittances. This combination — not exempt from contradictions and sudden changes, as evidenced during the international crisis of 2008-2009 — helped to prevent or alleviate some of the historical tensions on the external accounts, especially in export-led economies based on natural resources.

18.9 Nonetheless, there were important differences with respect to growth rate and economic performance between the subregions of Latin America and the Caribbean. These are associated with: (a) the varying degrees of global financial integration, which mean different levels of exposure and vulnerability to the liquidity cycles of key countries; (b) exposure to the real cycle of the advanced economies, in particular the United States of America (as in the case of Mexico and the countries of Central America and the Caribbean); (c) the effect of international commodity price movements on the terms of trade; and (d) the different initial conditions, institutional settings and policy measures in place in each economy. These differences led to various behaviours in terms of investment and exports and their capacity to lift the rest of the economy and thus raise gross domestic product (GDP).

18.10 However, the structural hurdles gravitating on the region's economies and their future performance warrant a degree of caution. The region still carries a legacy that perpetuates inequalities and exclusion mechanisms. Rigid productivity gaps persist and low productivity sectors still have little margins for social mobility (especially for women from lower-income socioeconomic strata). Although fertility rates are falling, which could denote better chances of well-being for families with fewer dependants, society's reproduction is concentrated in poor households, in particular among adolescent women from socially vulnerable segments of the population, thereby perpetuating exclusion from one generation to the next. The countries that have benefited from the commodities boom are very susceptible to an eventual deterioration or even reversal in the terms of trade trend. But even if these favourable external conditions were to persist, there are reasons to be concerned about the trends in the production structure, particularly with the reprimarization of export specialization.

18.11 At the same time, a new global geography is beginning to take shape, prompting a rethinking of strategic alliances and according greater weight and importance to South-South relations. This means taking on new development challenges: working towards articulating regional positions and coordinating them with those of other developing regions in order to tackle huge global challenges, such as climate change, that compel the region and the world at large to develop comprehensive strategies for building low-carbon, more energy-efficient economies capable of achieving food, water and climate security and ensuring public safety.

18.12 Some of the major lessons learned from the recent past indicate that the economies of the region ought to maintain macroeconomic prudence, strengthen macroeconomic management, continue to progress towards sustainability in their fiscal and external accounts and reinforce the macroprudential treatment of finance flows and credit. In tandem, they should also maintain the drive of social policy and public investment and base their main policy decisions on the long-term behaviour of economic variables beyond nominal stability.

18.13 In order to face the challenges in the currently changing international economic order, ECLAC has proposed, since 2010, to place equality at the centre of all major policy decisions. Equality refers to spreading capacity-building, technological progress, ample job opportunities and universal access to social protection through the production structure by weaving them into the fabric of society. Quality employment with a rights-based approach is the master key to overcoming inequality, closing gaps and mainstreaming perspectives of gender, ethnic and racial equality. The region should break away from production structures centred on static comparative advantages and seek more dynamic competitive advantages in knowledge-intensive sectors with emphasis on technological progress.

18.14 Technological progress must be spread within the region as a means of diversifying the production structure and creating more quality jobs. In this sense, ECLAC advocates for industrial policies that facilitate the diversification of the economy towards higher value added sectors, which is the aim of structural change. This should be done with a proactive role of the State that stimulates synergies between macroeconomic policies and industrial and social policies. A new equation between State, market and society should be built, with fiscal and social covenants to confer legitimacy on the process. Structural change is based on a long-term political decision, which must be instituted through social covenants that meet the challenges of both continuity and fresh directions within the framework of democratic institutional settings.

18.15 To meet the challenges referred to above, ECLAC will continue to focus the programme of work in the biennium 2016-2017 on the following priorities:

(a) Improving macroeconomic stability and further enhancing policies that reduce vulnerability and mitigate the effects of economic and financial volatility and crises;

(b) Strengthening the region's access to financing for development and enhancing the financial architecture at the global, regional and domestic levels;

(c) Increasing the region's productive potential and reducing productivity gaps to achieve convergence with a particular emphasis on innovation and new technologies;

(d) Improving the region's position in the international economy through trade, regional integration and cooperation;

(e) Promoting fiscal and social covenants to improve social equality, reduce social risks and reinforce gender mainstreaming in public policies;

(f) Promoting the implementation of the resulting new set of internationally agreed sustainable development goals (once approved by the General Assembly) and the ensuing strategies and public policies, including policies and programmes on energy efficiency and addressing the impacts of climate change, taking into account the outcome of the United Nations Conference on Sustainable Development;

(g) Strengthening public management to enhance the role of the State in the twenty-first century, particularly through progressive and green fiscal policies;

(h) Improving institution-building related to the management of transboundary issues and the provision of public global goods at the regional level.

18.16 To that end, the Commission will emphasize analytical, normative, advocacy and capacity-building work to strengthen the design of sustainable development strategies and public policies and to facilitate the continuous monitoring of their practical implementation as part of the post-2015 development agenda. Operational services in the areas of specialized information, technical cooperation and training will foster cooperation, networking and sharing of good practices at the subregional, regional and interregional levels, including South-South cooperation.

18.17 ECLAC will continue to work on the integrated and comprehensive follow-up to the world summits from a regional perspective, in particular the outcome of the United Nations Conference on Sustainable Development, and in articulating the region's approach to the post-2015 development agenda (once approved by the General Assembly). For that purpose, ECLAC will reinforce its leading role as the convener of the regional coordination mechanism to coordinate the work programme of the specialized agencies, funds and programmes of the United Nations system in the region, which reports to the Economic and Social Council and to the General Assembly. The Commission will continue its active participation to foster substantive coordination among all participating entities in the Executive Committee on Economic and Social Affairs.

18.18 Collaboration will also be continued with the Bretton Woods institutions, especially the International Monetary Fund (IMF) and the World Bank as well as with other inter-American and Ibero-American organizations such as the

Organization of American States (OAS), the Inter-American Development Bank (IADB) and the Ibero-American Secretariat.

18.19 Furthermore, ECLAC will reinforce its close cooperation with regional mechanisms such as the Community of Latin American and Caribbean States (CELAC), the Union of South American Nations (UNASUR), the Caribbean Community (CARICOM), the Latin American Integration Association, the Common Southern Market (MERCOSUR), the Central American Integration System (SICA) and the Bolivarian Alliance for the Peoples of the Americas. ECLAC will also strengthen its collaboration with private sector associations, non-governmental and civil society organizations, think tanks and the academic sector to promote policy dialogue and to engage them in the implementation of the sustainable development agenda.

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

Objective of the Organization: To enhance regional integration and cooperation to strengthen the role of Latin America and the Caribbean region in international trade and the global economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of Latin American and Caribbean countries to participate effectively in global and regional value chains	(a) (i) Increased number of national institutions in countries of the region formulating or adopting trade and integration policies, measures and actions to participate effectively in global and regional value chains in line with ECLAC recommendations
	(ii) Increased percentage of stakeholders (government officials, academics, representatives of the private sector and integration mechanisms, among others) who acknowledge that they have benefited from the analysis and policy recommendations contained in the publication *Latin America and the Caribbean in the World Economy* and other selected publications
(b) Strengthened capacity of regional stakeholders to assess the impact on, and potential contribution of trade policy to, sustainable development, including poverty reduction, gender equality, job creation, internationalization of small and medium-sized enterprises and mitigation of climate change	(b) (i) Increased number of national institutions in the region formulating or adopting policies, measures and actions in line with ECLAC recommendations to assess the impact on and contribution of trade to sustainable development

	(ii) Increased number of public institutions and private organizations acknowledging that they have benefited from ECLAC technical cooperation services designed to improve their capacities in relation to trade and sustainable development

Strategy

18.20 Responsibility for implementation of the subprogramme rests with the International Trade and Integration Division, which works in close collaboration with the Commission's offices in Brasilia and Washington, D.C. Given the cross-cutting nature of the themes of the subprogramme, the Division will collaborate with other ECLAC divisions in implementing this programme of work. The strategy will take special account of the relevant provisions relating to the sustainable development goals and targets, in particular those concerning the empowerment of women, poverty reduction, environmental sustainability (including mitigation of climate change) and the global partnership for development.

18.21 The subprogramme is oriented towards strengthening the role of Latin American and Caribbean countries in world trade and the global economy by building their capacity to formulate and implement trade policies and export development strategies. Its analytical studies and recommendations will help stakeholders to face new challenges in international trade, trade negotiations, regional integration and international economic relations.

18.22 The subprogramme will cover nine areas of work, namely:

(a) Adjustment of trade policy to the new challenges of the twenty-first century: innovation and technological progress, services, global and regional value chains and internationalization of enterprises, new public and private standards, environmental sustainability and links with new emerging issues such as security, labour markets, poverty and corporate social responsibility;

(b) Negotiation, implementation and administration of trade agreements at the bilateral, regional, plurilateral or multilateral level;

(c) Regional cooperation and integration in the new phase of global development: value chains, convergence of agreements, areas of cooperation, internationalization of companies and links to other developing countries and regions;

(d) South-South trade, investment and cooperation, including the role of Brazil, the Russian Federation, India and China (the so-called BRIC countries) and other emerging economies;

(e) Monitoring of developments in trade and regional integration in Asia and the rapprochement between the Latin American and Caribbean region and Asia;

(f) Promotion and diversification of exports: inter-agency coordination and public-private cooperation, institutional modernization, trade facilitation and Aid for Trade initiatives, and international best practices;

(g) The characteristics of socially inclusive trade, with emphasis on various national experiences and the proposal of complementary policies that strengthen the contribution of trade and integration to poverty reduction, fairer income distribution and the creation of good quality jobs;

(h) Establishment of public-private partnerships for export development and issues relating to corporate social responsibility;

(i) Training activities to improve policies for the promotion of the foregoing objectives.

18.23 The subprogramme will respond to the needs of stakeholders by providing updated information, analysis and policy recommendations to policymakers in the countries of the region, and private sector institutions and other organizations at the local, subregional and regional levels. The subprogramme will continue to coordinate and cooperate with the United Nations Conference on Trade and Development (UNCTAD), the World Trade Organization (WTO), the International Labour Organization (ILO), the World Bank, the Organization for Economic Cooperation and Development (OECD), the Latin American Economic System, IADB, OAS, the United Nations regional commissions, regional development banks, the secretariats of the various regional integration organizations and public, semi-public and private entities with responsibility for trade, integration and sustainable development.

Subprogramme 2
Production and innovation

Objective of the Organization: To foster structural change, productivity growth and innovation in Latin America and the Caribbean with due consideration to the new technological paradigms, sustainable development, gender equality and linkages with the global economy

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of Latin American and Caribbean Governments to formulate policies and strategies to transform the production structure through innovation and the dissemination of technology in the production matrix, and the creation of linkages among activities, firms and sectors	(a) (i) Increased number of policies, measures or actions adopted by countries in the region aimed at enhancing the competitiveness of production structures in line with ECLAC recommendations (ii) Increased number of government authorities and public institutions acknowledging that they have benefited from ECLAC technical cooperation services or analytical inputs to intergovernmental meetings on fostering the competitiveness of their production structures

(b) Strengthened institutional knowledge and capabilities of Latin American and Caribbean countries to foster the diversification of the production structure, a fall in the productivity gap with the developed economies, and encourage innovation and the incorporation of new technologies in production and management	(b) (i) Increased number of participants in seminars, workshops or training courses of the subprogramme acknowledging that they have benefited from ECLAC technical cooperation services to improve their capacities to foster productivity convergence, encourage innovation and support the incorporation of new technologies (ii) Increased percentage of respondents to surveys acknowledging that they have benefited from the analysis and policy recommendations on investment patterns, competitiveness and agricultural and rural development contained in the publications *Foreign Direct Investment in Latin America and the Caribbean*, *The Outlook for Agriculture and Rural Development in the Americas* and other selected publications of the subprogramme

Strategy

18.24 The Division of Production, Productivity and Management will be responsible for the implementation of the subprogramme, in coordination with other ECLAC divisions and offices. The strategy to be followed will take the relevant aspects of the upcoming sustainable development goals into account, in particular those which relate to the reduction of poverty by promoting productive employment, the promotion of a global partnership for development and the dissemination of the benefits of new technologies.

18.25 Emphasis will be placed on the following areas: new technologies (information and communications technologies, biotechnologies for health, industry and agriculture, new energy sources and nanotechnologies), new manufacturing processes, information systems, policies for promoting small and medium-sized enterprises, foreign direct investment and productive development policies.

18.26 Under the subprogramme, economic analyses will be conducted along with applied research based on the generation, processing and analysis of information and indicators in various databases; the results will be disseminated and policy recommendations will be submitted to Governments, regional bodies and other relevant stakeholders. The Division will promote policy advocacy and the exchange of experiences and best practices with respect to the dynamics of productive development among stakeholders at the regional, national and local levels through meetings, seminars and electronic forums. In addition, the creation and operation of networks will be supported to generate, update and disseminate knowledge. The strategy will also include the provision of technical cooperation services, such as specific training courses and workshops.

18.27 In order to achieve the expected results, strategic partnerships will be established with Governments and institutions, at the national and local levels and in the various subregions (Southern Cone, Central America, Andean Community and the Caribbean). The Division will bring together Governments through the organization of the Conference on Science, Innovation and Information and Communications Technologies, a new subsidiary body of the Commission. Nexuses with other international organizations, especially in the United Nations system, will also be pursued, particularly in the light of the need for deeper collaboration on cross-sectoral issues.

18.28 The main beneficiaries of the subprogramme will be governmental authorities and public officials of the countries in the region, as well as a variety of civil society organizations, academic and private sector institutions, and local, regional and subregional organizations. The subprogramme will continue to carry out consultations and work in close collaboration with high-level authorities responsible for innovation, rural, agricultural and industrial development, investment and the promotion of small and medium-sized enterprises, and with the specialized agencies, funds and programmes of the United Nations system.

Subprogramme 3
Macroeconomic policies and growth

Objective of the Organization: To achieve economically sustainable and equitable growth in Latin American and Caribbean countries by enhancing the design and implementation of suitable macroeconomic and long-term growth-enhancing policies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased awareness and understanding among policymakers and other stakeholders in Latin America and the Caribbean of current and emerging macroeconomic issues in a highly uncertain environment	(a) (i) Percentage of surveyed readers who report that they have benefited from the analysis of macroeconomic issues contained in the publications *Economic Survey of Latin America and the Caribbean*, *Preliminary Overview of the Economies of Latin America and the Caribbean*, and other selected publications (ii) Number of references to the publications and activities of the subprogramme included in official, academic and specialized publications
(b) Increased capacity of policymakers of Latin America and the Caribbean to evaluate, design and implement macroeconomic policies on the basis of comparative policy analysis that strengthen long-term economic growth and reduce economic and social vulnerability	(b) (i) Percentage of surveyed participants in networks organized under the subprogramme who consider the work of the forums and their policy recommendations on macroeconomic issues and long-term growth-enhancing policies as "useful" or "very useful" for their work

	(ii) Number of policies, measures or actions taken by economic policymaking authorities that take ECLAC recommendations into account

Strategy

18.29 Substantive responsibility for the execution of the subprogramme rests with the Economic Development Division, which will work in close collaboration with the ECLAC subregional and national offices.

18.30 Under the subprogramme, the Division will conduct applied research into the macroeconomic and long-term growth performance and policies of Latin American and Caribbean countries, as well as the region as a whole; and will continue to refine its forecasting capacities; and provide timely and accurate information, analyses-disaggregated by gender whenever possible, and policy options and recommendations through its recurrent and specialized publications, workshops and seminars. The Division will also support the establishment and operation of networks for sharing experiences and good practices and provide technical cooperation activities and advisory services, as requested.

18.31 To ensure accuracy of information, relevance of its publications and contribution to policy dialogues, the Division will collaborate closely with its national counterparts, namely ministries of finance, central banks and other stakeholders concerned with macroeconomic policies, which will also be the main direct beneficiaries of the subprogramme's work. Other beneficiaries will include academia and research institutes, the private sector and civil society. Collaboration with other regional and subregional institutions, as well as other entities of the United Nations, such as the Department of Economic and Social Affairs and ILO, will be pursued.

Subprogramme 4
Financing for development

Objective of the Organization: To foster an efficient generation and allocation of financial resources in Latin America and the Caribbean to support development and equality

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of policymakers and institutions in Latin America and the Caribbean to formulate and implement financial policies and financial instruments to generate and allocate domestic resources, and mobilize foreign resources for development, in the productive and social areas	(a) (i) Increased number of policies, measures and actions considered and/or adopted by countries of the region relating to the generation and allocation of domestic resources and mobilization of foreign resources, as well as prudential macroeconomic regulation in line with ECLAC recommendations and methodologies

	(ii) Increased percentage of surveyed readers who report having benefited from ECLAC analysis and policy recommendations on relevant issues on financing for development contained in the recurrent and non-recurrent publications
(b) Strengthened capacity of Latin American and Caribbean policymakers and other stakeholders to contribute to the debate on reshaping the global and regional financial architecture with special reference to middle-income countries, official development assistance and innovative financing mechanisms	(b) Increased number of national and regional institutions making contributions and proposals in global, regional and national debate forums to improve the financial architecture at the global and regional levels in line with ECLAC recommendations

Strategy

18.32 Responsibility for the execution of the subprogramme will rest with the Financing for Development Division, which will collaborate with other ECLAC substantive divisions, subregional headquarters and national offices to deliver its mandates.

18.33 The subprogramme will focus on financing for development policies, including macroregulation at both the local and international levels; the development of inclusive financial systems for the promotion of small and medium-sized enterprises and the financing of social protection schemes; as well as the international financial system and architecture and integration and financial cooperation. In this context, the subprogramme will provide analysis and recommendations on the challenges faced by middle-income countries and financing sources such as official development assistance and innovative financing mechanisms related to social protection schemes and the development of microfinance.

18.34 The Division will provide research and analyses on policy options and recommendations for action in the area of financing for development. It will disseminate results through its recurrent and specialized publications and databases, organize meetings and seminars, support the establishment and operation of a specialized community of practice for the sharing of experiences and good practices, and provide technical cooperation activities and advisory services, as requested.

18.35 The main beneficiaries of the activities under the subprogramme will include central banks, ministries of finance, regional and subregional development banks, private financial intermediaries, health and pension fund authorities, government institutions dealing with regional integration and academic institutions. The subprogramme will work in close collaboration with institutions such as the World Bank, IMF, OECD, the Bank for International Settlements, and with other United Nations bodies, in particular the Department of Economic and Social Affairs (DESA) and UNCTAD. Regional partner institutions will include the Development Bank of Latin America, Andean Development Bank, the Central American Bank for Economic Integration, the IADB, the Caribbean Development Bank, the Bank of the South and the Latin American Reserve Fund.

Subprogramme 5
Social development and equality

Objective of the Organization: To foster social and economic equality in the region and contribute to the overall well-being of the people of the region from a multidimensional perspective and a rights-based approach

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of the central or subnational governments in the region to formulate policies, plans and programmes that address the structural and emerging equality gaps affecting different socioeconomic and population groups, with an approach based on human rights, equality and sustainability	(a) (i) Increased number of social policies, plans and programmes adopted by central or subnational governments in countries of the region to address the structural and emerging gaps of equality, in line with ECLAC recommendations
	(ii) Increased percentage of surveyed readers who acknowledge that they have benefited from the analysis and recommendations on social policies and programmes contained in the publication *Social Panorama of Latin America* and other selected publications
(b) Strengthened technical capacity of social policy institutions to improve the social impact and efficiency of public action	(b) (i) Increased number of social policy institutions requesting technical cooperation to improve their capacity in designing and implementing social policies
	(ii) Increased number of stakeholders acknowledging that they have benefited from ECLAC technical cooperation services to improve social actions towards the reduction of equality gaps

Strategy

18.36 The Social Development Division will be responsible for the implementation of the subprogramme. It will work in close collaboration with other ECLAC divisions, in particular the Division for Gender Affairs and the Latin American and Caribbean Demographic Centre (CELADE), as well as with ECLAC subregional headquarters and national offices and with other agencies of the United Nations system. The strategy will take into account the internationally agreed development goals stemming from the major United Nations conferences in the economic and social fields, especially those deriving from the Rio+20 agenda and the post-2015 development agenda.

18.37 The strategy will consist of developing applied qualitative and quantitative research, generating analyses, disseminating results and formulating policy recommendations to strengthen the capacity of stakeholders to make sound diagnostic assessments of social issues for application in policy design and implementation. Another important element of the strategy will be to strengthen the existing networks in order to generate, update and disseminate relevant information and facilitate the exchange of experiences and good practices among policymakers, scholars and other stakeholders. The main beneficiaries of the subprogramme will be government authorities and officials of the countries of the region, especially those responsible for formulating, implementing and managing social policies; regional and subregional organizations; academic institutions and other research centres and non-governmental organizations. The strategy also contemplates South-South cooperation with other regional commissions and with intergovernmental and multilateral institutions.

18.38 The subprogramme will also serve as a catalyst for policy dialogue in relation to the regional agenda for poverty eradication, social protection systems from a human-rights, multidimensional and gender approach, reduction of inequalities and citizen participation.

Subprogramme 6
Mainstreaming the gender perspective in regional development

Objective of the Organization: To mainstream a gender equality perspective into sustainable and inclusive development strategies of the Latin American and Caribbean countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of countries in the region to implement gender equality policies in line with the regional consensus stemming from the Regional Conference on Women in Latin America and the Caribbean and other international agreements	(a) Increased number of policies, measures or actions adopted by the countries of the region in priority areas covered by the Gender Equality Observatory for Latin America and the Caribbean
(b) Strengthened capacity of countries in the region to implement the agreements of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, especially in relation to women's economic autonomy	(b) (i) Increased number of policies, measures or actions adopted by the countries of the region in response to the agreements of the thirteenth session of the Regional Conference on Women in Latin America and the Caribbean, including issues relating to sustainable development with a gender perspective (ii) Increased number of stakeholders reporting that they have benefited from technical cooperation from ECLAC and from participating in horizontal South-South technical cooperation facilitated by ECLAC to support the implementation of the agreements from the thirteenth Regional Conference on Women in Latin America and the Caribbean, including aspects of sustainable development with a gender perspective

Strategy

18.39 The Division for Gender Affairs will be responsible for the implementation of the subprogramme. In the light of the interdisciplinary nature of mainstreaming the gender perspective in regional development, the Division will work in close coordination with, and provide support to, ECLAC divisions, and subregional and national offices, as requested. This implies incorporating the gender perspective into the different programmes of work of the organization. The objectives will be pursued within the framework of the internationally agreed instruments and the mandates and gender mainstreaming strategy of the Commission.

18.40 Under the subprogramme, the Division will assist the countries of the region in the development of strategies for mainstreaming the gender perspective in national policies, including their formulation, implementation and monitoring, using statistics and gender indicators. Particular attention will be devoted to women's economic autonomy in an integral framework, connected to physical autonomy and in decision-making.

18.41 In particular, the subprogramme will seek to strengthen the relations between producers and users of gender statistics through increased knowledge-sharing to shed light on the nature of current regional problems. Governments will also receive assistance in building policies for gender equality based on research results and indicators.

18.42 Lastly, member States will benefit from the use of the Gender Equality Observatory for Latin America and the Caribbean and from the wide dissemination of the main publications and findings of the subprogramme among policymakers, academics and other stakeholders at international events and key forums, both within and outside the region.

Subprogramme 7
Population and development

Objective of the Organization: To improve the integration of population issues into development policies and programmes in the countries of Latin America and the Caribbean

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean stakeholders concerned with population and development issues to monitor population trends and address population and development issues with a gender-sensitive approach, for use in sociodemographic policies and programmes	(a) (i) Increased number of Latin American and Caribbean stakeholders concerned with population and development issues using demographic knowledge, methodologies and tools and information on population and development generated by ECLAC

	(ii) Increased percentage of participants in seminars, workshops, training courses or technical cooperation activities acknowledging that they have benefited from ECLAC technical cooperation services in the areas of monitoring population trends and tackling population and development issues for use in sociodemographic policies and programmes
(b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Programme of Action of the International Conference on Population and Development and the regional agenda on population and development for Latin America and the Caribbean, as agreed in the Montevideo Consensus on Population and Development, and other international agreements related to those issues	(b) Increased number of new or additional policies, measures or actions taken by Latin American and Caribbean countries to monitor and implement the goals and recommendations of main international agreements relating to the field of population and development, including the regional agenda on population and development for Latin America and the Caribbean, as agreed in the Montevideo Consensus on Population and Development

Strategy

18.43 The Population Division of ECLAC, CELADE, will be responsible for the implementation of the subprogramme. It will be guided by the Montevideo Consensus on Population and Development, adopted by member States at the first session of the Regional Conference on Population and Development in Latin America and the Caribbean, held in Montevideo from 12 to 15 August 2013. The Montevideo Consensus is centred on the full integration of population dynamics into rights-based sustainable development with equality.

18.44 The subprogramme will work in close collaboration with other ECLAC divisions, in particular the Social Development Division (providing inputs or drafting allotted sections of the flagship publication *Social Panorama of Latin America*); the Division for Gender Affairs (providing inputs for the Gender Equality Observatory and carrying out joint studies); the Statistics Division (supporting the Statistical Conference of the Americas, liaising with regard to the maintenance of relevant information in the CEPALStat website and carrying out joint studies with the social statistics section); the Division for Sustainable Development and Human Settlements (providing inputs for studies and publications on human settlements and the linkages between population issues and sustainable development); and the subregional office in Port of Spain (supporting population activities in the Caribbean in the area of population, particularly those related to census-taking, the development of REDATAM, ageing and international migration).

18.45 Its strategy will be:

(a) To serve as technical secretariat for the Regional Conference on Population and Development in Latin America and the Caribbean;

(b) To provide training on demography and population studies to technicians in national and local institutions so as to enhance the capacity of countries to monitor population trends and tackle population and development issues;

(c) To provide support to the countries of the region in the follow-up to the Programme of Action of the International Conference on Population and Development, in the fulfilment of the Strategy for the Implementation in Latin America and the Caribbean of the Madrid International Plan of Action on Ageing and in monitoring the goals and objectives stemming from the post-2015 development agenda.

18.46 Specialized advisory and technical cooperation services will be provided and workshops and seminars will be held to facilitate horizontal cooperation, networking and sharing of successful experiences. In addition, applied research and analysis, including recommendations on how to reduce inequalities, will be developed and disseminated through publications serving as reference material for countries. Information and communications technologies will be used to disseminate sociodemographic data widely in order to make the outputs of the subprogramme available as a public good.

18.47 The main users of the outputs will be government authorities and officials and national statistical offices of the countries of the region, particularly those working on population-related issues in the ministries of planning, social programming, health, education, gender and housing. Other users will include public, private and civil society entities responsible for the design and management of programmes, policies and projects at the national and local levels in various areas related to population, as well as universities and other academic institutions.

18.48 The subprogramme will work closely in coordination with the Population and Statistics Divisions of the Department of Economic and Social Affairs of the United Nations and the other entities of the Executive Committee on Economic and Social Affairs that participate in the population cluster, and with specialized bodies such as the United Nations Population Fund, the Pan-American Health Organization/World Health Organization, the United Nations Children's Fund, ILO, the United Nations Entity for Gender Equality and the Empowerment of Women, the Food and Agriculture Organization of the United Nations, the United Nations Educational, Scientific and Cultural Organization, the United Nations Development Programme (UNDP), the United Nations Human Settlements Programme (UN-Habitat) and with intergovernmental organizations such as OAS, the International Organization for Migration, the World Bank, the Ibero-American Youth Organization, IADB and the Ibero-American Secretariat. Part of the inter-institutional collaboration will focus on sharing, refining and harmonizing methodologies for population estimates and projections, as well as child mortality and maternal mortality estimations. CELADE will continue to be the lead entity in Latin America and the Caribbean in the inter-agency working group on international migration.

Subprogramme 8
Sustainable development and human settlements

Objective of the Organization: To improve the integration of environmental, climate change and urban management issues into economic, social and land-use policies in the framework of sustainable development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria in development policies and measures, particularly in relation to sustainable development, climate change adaptation and mitigation measures and human settlements	(a) (i) Increased number of policies, measures or actions adopted by countries in the areas of sustainable development, climate change and human settlements, in line with ECLAC recommendations
	(ii) Percentage of surveyed participants to meetings, workshops and training courses acknowledging that they have benefited from the analysis and policy recommendations on sustainable development, climate change and human settlements
(b) Enhanced capacity of the Governments of the region and other stakeholders to follow up on and make progress in the implementation of international agreements relating to sustainable development, climate change and human settlements	(b) Increased number of Governments of the region and other stakeholders that follow up on and make progress in the implementation of international agreements relating to sustainable development, including urban development, in line with ECLAC recommendations

Strategy

18.49 The Sustainable Development and Human Settlements Division will be responsible for the implementation of the subprogramme and will work in close coordination with other ECLAC divisions and offices in order to mainstream the comprehensive approach to sustainable development in the work programme of the Commission, in particular with respect to climate change and the sustainable development goals in the context of the post-2015 development agenda.

18.50 Thus, the subprogramme contemplates three basic areas for strengthening the capacities of the countries of the region. The first focuses on evaluating the advances of sustainable development in the region, the integration of sustainability criteria in public policies (such as fiscal, sectoral, investment, etc.) and institution-building for environmental management (such as the implementation of Principle 10 of the Rio Declaration on Environment and Development). It also covers the follow-up to international and regional agreements on sustainable development, with reference to how the environment pillar is addressed. A key milestone in the process at the political and institutional levels will be the support to the High-level Political Forum on Sustainable Development in the region.

18.51 The second covers the sustainability of the human settlements, encompassing issues such as urban development, sustainable cities, land use and metropolitan areas. The United Nations Conference on Housing and Sustainable Urban Development (Habitat III), which will be one of the first global conferences in the period of the post-2015 development agenda, will be held in 2016. The subprogramme will participate in the process by making proposals to face the upcoming challenges. In addition, the support to the Regional Meeting of Ministers and High-level Authorities of the Housing and Urban Development Sector in Latin America and the Caribbean will be crucial for the appropriation of Habitat III outcomes in the region.

18.52 The third area focuses on climate change, which constitutes a key issue on the international environmental agenda. For Latin American and Caribbean countries, responses to climate change still have an unexplored potential for integrating environmental, sectoral and economic policies, especially policies in the crucial areas of adaptation and emissions reductions in metropolitan and intermediate cities in the region. In this sense, fiscal policy, supported by an environmental tax reform, is an essential tool that can contribute to the transition to a path of sustainable development with social inclusion. Clear synergies exist between strategies for adapting to climate change and those designed to protect one of the region's main assets: its biodiversity. The activities for reducing emissions from deforestation and forest degradation (REDD-plus) are the clearest example of these synergies. Finally, disaster risk assessment, risk management and adapting to variability and climate change will continue within the activities.

18.53 The Division will work closely with other ECLAC divisions, in particular, the Economic Development Division and the Social Development Division, the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), the Natural Resources and Infrastructure Division, the Division of Production, Productivity and Management, the Statistics Division, the Division for Gender Affairs, and the International Trade and Integration Division. Cooperation with ECLAC subregional and national offices will mainly focus on climate change issues.

18.54 The main beneficiaries of the subprogramme will be the decision-making authorities responsible for sustainable development and those responsible for human settlements. Economic and sectoral authorities are an important target group for mainstreaming sustainable development and climate change issues into areas that extend beyond environmental institutions. Other beneficiaries include regional and subregional organizations, universities, academic research centres, and business sectors and non-governmental organizations with an interest in the aforementioned areas. The strategy will also include creating networks with a wide range of stakeholders in the environmental sphere and the economic and social sectors relating to climate change, including government institutions, civil society organizations, private sector representatives and relevant sectoral bodies.

18.55 In implementing the subprogramme, the Division will continue to hold consultations and undertake joint actions with the specialized agencies, programmes and funds of the United Nations system, including UNDP, UNEP and UN-Habitat, as well as with regional and subregional development banks that deal with environmental issues. Under the regional coordination mechanism, the subprogramme leads inter-agency joint documents on sustainable development.

Subprogramme 9
Natural resources and infrastructure

Objective of the Organization: To foster competitiveness and socioeconomic development through the sustainable management of natural resources and infrastructure services in Latin American and Caribbean countries

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened institutional capacity in the countries of the region to formulate and implement public policies and regulatory frameworks to increase efficiency in the sustainable management of natural resources and in the provision of public utilities and infrastructure services	(a) (i) Increased number of new policies, measures or actions adopted by countries of the region in the areas of sustainable management of natural resources and the provision of public utilities and infrastructure services in line with ECLAC recommendations
	(ii) Increased number of stakeholders acknowledging that they benefited from ECLAC technical cooperation services to improve their work in the area of sustainable management of natural resources and the provision of public utilities and infrastructure services
(b) Enhanced policy harmonization and coordination and sharing of best practices at the subregional and regional levels on sustainable management of natural resources and the provision of public utilities and infrastructure services	(b) Increased number of public, academic, regional and business institutions taking action to harmonize or coordinate policies for the management of natural resources and/or the provision of public utilities and infrastructure services in line with ECLAC recommendations

Strategy

18.56 The Natural Resources and Infrastructure Division will be responsible for implementing the subprogramme, in close coordination with other ECLAC divisions and offices, in particular the Division of International Trade and Integration, the Financing for Development Division, the Sustainable Development and Human Settlements Division, the Division of Production, Productivity and Management and the subregional headquarters in Mexico. The strategy will include providing stakeholders of the region with analytical studies and systematized information and data in terms of regulation and management of natural resources and the provision of public utility and infrastructure services in the context of the sustainable development goals and the post-2015 development agenda.

18.57 Priority will be given to the provision of technical assistance services to countries, at their request, in the spheres of regulation and management of mineral resources, energy and water resources, with particular emphasis on the economic and social impacts of climate change, environmental and energy sustainability, and in the regulation of the provision of public utility and infrastructure services. Support will be given to discussion forums to disseminate new policy options and the functioning of knowledge networks for sharing good practices and lessons learned. The subprogramme will also carry out training activities for decision makers, public officials and experts in the above-mentioned areas.

18.58 The main users of the outputs of the subprogramme will be government authorities and officials of countries in the region, especially those concerned with the areas of management for the sustainable development of natural resources, energy issues, infrastructure and transport services. Other users will include regional and subregional organizations, universities, academic research centres, and technical and professional, labour and business organizations. Under the subprogramme, the Division will continue to consult and work in close collaboration with United Nations specialized agencies, programmes and funds and other organizations concerned with the areas of mining, energy and water resources, including: the Latin American Energy Organization, UNASUR, CELAC, MERCOSUR, the Initiative for the Regional Integration of the Infrastructure in South America, the Iberoamerican Association of Energy Regulatory Entities, the OAS Committee on Ports, the International Association of Maritime Economists, the Central American Commission on Maritime Transport and bilateral and multilateral organizations such as the World Bank, IADB, the Latin American Development Bank and the Fund for the Plata Watershed, the Water Regulators' Association of the Americas, CARICOM, the Mesoamerica Project, the World Energy Council and the Global Sustainable Electricity Partnership, among others.

Subprogramme 10
Planning of public administration

Objective of the Organization: To strengthen competencies for planning and public administration for development with a regional perspective

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthening of capacities in the countries of Latin America and the Caribbean in matters of planning and public administration for development with a regional perspective and gender sensitivity	(a) (i) Increased number of planning processes in Latin America and the Caribbean in which the contributions of ILPES are acknowledged by countries (ii) Increased number of surveyed participants that acknowledge that they have benefited from the training services provided by the subprogramme to improve professional skills in matters of planning and public administration for development with a regional perspective and gender sensitivity

	(iii) Increased percentage of surveyed readers acknowledging that they have benefited from the analysis and recommendations contained in the publications prepared by the subprogramme
(b) Improvement in coordination and exchange of best practices and cooperation among Governments in the region and other stakeholders in matters of development plans and strategies	(b) (i) Increased number of public agencies and other key stakeholder organizations that participate in seminars and networks supported by the subprogramme
	(ii) Increased percentage of surveyed participants in forums supported by the subprogramme acknowledging that they have benefited from activities and strengthened skills and competencies

Strategy

18.59 ILPES has supported member countries in their efforts to strengthen planning and public administration competencies, in particular through the training of human resources. In the future, a key emphasis should be related to regional cooperation and integration in Latin America and the Caribbean. The Institute, as convener of planning authorities from all countries, is in a privileged position as an observatory of public administration and management for development in the region. Building on that strength, the strategy of the subprogramme will draw on three key elements, as described below.

(a) A knowledge management centre on development planning: the repository

18.60 ILPES will function as a "knowledge laboratory on planning", a tool to strengthen cooperation between countries in planning and public administration for development. The virtual platform, called repository of planning, will be fed by development plans, research and comparative studies, aimed at developing analysis, stimulating integration and disseminating innovations in the theory and practice of planning and public administration, spurring the emergence of a regional Latin American and Caribbean perspective on planning and public administration for development.

18.61 The process of ministerial dialogues, ongoing since 2013, will be maintained, involving government officials and experts to promote diffusion and exchange of best practices on planning in the region and consolidate the interaction and cooperation between national planning agencies.

(b) Rethinking Latin America and the Caribbean: towards a new culture of regional integration and cooperation

18.62 ILPES will concentrate its research activities and technical cooperation and training efforts in fostering a new thinking on regional integration and cooperation, in particular regarding:

(a) The new public administration for development, including monitoring and evaluation of public policies; budgeting for results; public management and citizen participation; and the harnessing of information and communications technologies in public administration;

(b) The long-term vision, including forecasting for development, structural change and regional integration; long-term investment planning and the strategic management of projects;

(c) Coordination among levels of government, from the global development agenda to regional, national and local action, including the territorial expression of the post-2015 development agenda; the decentralization and strengthening of local development capabilities; structural change and regional convergence; gender mainstreaming in budget planning; land-use planning and valuing of environmental public goods.

(c) Capacity-building to strengthen capabilities in public administration, and participation of civil society and social movements in the development planning process

18.63 Technical cooperation services, applied research and training services will remain fundamental pillars of the work of ILPES. The supply of services, which incorporate new contents and forms of cooperation, advisory services, research, training and learning services, will be realigned to strengthen the involvement and collaboration of civil society and social actors in the increasingly participatory process of development planning.

18.64 The subprogramme proposes to strengthen the supply of training courses on planning, government and public policy that satisfy the goals of dissemination of applied knowledge developed in the region and the world on these topics, as well as train competent human resources and institutions with increasing learning capabilities.

Subprogramme 11
Statistics

Objective of the Organization: To improve the production, dissemination and use of quality and timely statistics for evidence-based decision-making in the economic, social and environmental fields in the region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in the implementation of the decennial strategic plan of the Statistical Conference of the Americas	(a) (i) Percentage of subject areas of the strategic plan for which specific actions were implemented

	(ii) Number of products developed by the working groups of the Statistical Conference of the Americas, with the support of ECLAC
(b) Increased technical capacity of Latin American and Caribbean countries to monitor economic, social and environmental trends and to formulate evidence-based policies	(b) (i) Increased percentage of compliance by countries of the region with the 2008 System of National Accounts and incorporated satellite accounts, including in particular the 2012 System of Environmental-Economic Accounting, in accordance with international recommendations and their own requirements, after receiving relevant technical support from ECLAC
	(ii) Increased number of policies, measures or actions taken by countries to implement ECLAC recommendations aimed at developing statistics to monitor economic, environmental and social trends
	(iii) Increased number of downloads from the Statistical Yearbook and CEPALSTAT, the ECLAC consolidated online repository of economic, environmental and social databases in the region

Strategy

18.65 The Statistics Division will be responsible for the implementation of the subprogramme. Given the interdisciplinary nature of statistics, the Division will work in close collaboration with all other ECLAC offices and divisions, the Statistics Division of the Department of Economic and Social Affairs of the Secretariat and United Nations system agencies.

18.66 The strategy will be based on three main lines of action. The first line consists in supporting the methodological statistics development in the region, as well as promoting the development of region-specific indicators. The second line is the provision of specialized advisory and technical cooperation services to strengthen the technical and institutional capacities of countries. Meetings and seminars will be organized to facilitate the sharing of experiences and promote the South-South cooperation in a more integrated regional context. Support will also be given for the development of networks to strengthen the harmonization and coordination of statistical data and initiatives among countries. The third line aims at promoting best practices in the dissemination and use of comparable methodologies and techniques.

18.67 The main direct beneficiaries of the subprogramme will be the institutions of Latin America and the Caribbean that make up national statistical systems, in particular national statistical offices, central banks and specialized governmental agencies. Moreover, it is expected that the subprogramme will reach a broader audience in the private sector, academia and civil society.

18.68 Two important features of the subprogramme strategy should be stressed. On the one hand, the activities will be carried out in close coordination with the Statistical Conference of the Americas of ECLAC. The activities of the subprogramme reflect the thematic priorities identified by the Conference, as it considers national accounts, environmental accounts, economic and environmental statistics, the post-2015 development agenda, broader measures of welfare and social indicators. The subprogramme will act as coordinator of regional and global activities, including joint actions with the Statistics Division of the Department of Economic and Social Affairs, the regional commissions and other United Nations entities working in the area of statistics. Collaboration with other international agencies (such as IADB, ILO, IMF, the World Bank and WTO) and international expert groups, such as the Intersecretariat Working Group on National Accounts, will be also envisaged. The subgrogramme will convey the experience and interests of the subregion in global events, such as the United Nations Statistical Commission and the Committee for the Coordination of Statistics Activities.

18.69 The subprogramme will also place its pool of statistical and methodological information at the disposal of a wide range of stakeholders: government agencies, business and labour organizations, universities, research centres, regional and subregional integration bodies and other public or private entities that require comparable information on the countries of the region.

18.70 Regarding the joint work with other ECLAC divisions, special attention will be paid to the implementation of gender-sensitive indicators in collaboration with the Division of Gender Affairs; support in the use of economic indicators and demographic data in collaboration with the Economic Development and Population divisions, respectively, the provision of data from household surveys and other social indicators to the Social Development Division, the development of environmental indicators in collaboration with the Sustainable Development and Human Settlements and the Natural Resources and Infrastructure divisions, and the provision of relevant information to monitor the progress of the region to attain the post-2015 development agenda goals.

18.71 Emphasis will be placed on promoting the adoption of the new recommendations relating to the System of National Accounts and the System of Environmental-Economic Accounting, and its satellite accounts, including unpaid work in households; facilitating the participation of countries in the International Comparison Programme; improving basic economic, environmental and social statistics; and developing methodologies and indicators for the measurement of monetary and multidimensional poverty, inequality, social cohesion and other aspects of welfare.

18.72 Lastly, member States will benefit from increased visibility of the work of the subprogramme through the continuous update and development of CEPALSTAT, the online economic, environmental and social statistics and indicators database.

Subprogramme 12
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

Objective of the Organization: To achieve dynamic growth and sustainable, inclusive and equitable development within a robust and democratic institutional framework and to fulfil the internationally agreed development goals, including those set forth as a result of the post-2015 development agenda (once approved by the General Assembly)

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened institutional capacity of the countries in the subregion to address economic and social issues, particularly regarding multidimensional equality (including gender, ethnicity, and territory) and poverty reduction	(a) (i) Increased number of governmental, private sector and academic institutions in the subregion that consider ECLAC analysis and policy recommendations, particularly those regarding multidimensional equality and poverty reduction, in the formulation of policies and measures in the areas of social and economic development
	(ii) Increased number of key stakeholders acknowledging that they have benefited from ECLAC outputs and services for economic and social policymaking, particularly regarding equality and poverty reduction
(b) Increased technical capacity of the countries in the subregion to design and evaluate policies and measures for economic development and structural change, trade and integration, and sustainable development, including energy, agriculture and climate change	(b) (i) Increased number of institutions in the subregion that consider ECLAC analysis and policy recommendations in the formulation of policies and measures for economic development and structural change, trade and integration, and sustainable development, including energy, agriculture and climate change
	(ii) Increased number of key stakeholders that acknowledge that they have benefited from ECLAC products and services in the areas of economic development and structural change, trade and integration, and sustainable development, including energy, agriculture and climate change

Strategy

18.73 This subprogramme, which focuses on the countries of the Central American isthmus, Cuba, the Dominican Republic, Haiti and Mexico, will be executed by the ECLAC subregional headquarters in Mexico in close coordination with other ECLAC divisions and offices. The strategy to be followed will take special account of the relevant provisions of internationally agreed development goals, including those resulting from the post-2015 development agenda, in particular regarding the eradication of extreme poverty and hunger, the promotion of gender equality and women's empowerment, ensuring environmental sustainability and building a global partnership for development.

18.74 The subprogramme strategy will consist of continued efforts targeted at strengthening the capacity of countries to formulate strategies and policies leading to the promotion of subregional and regional cooperation. It will focus on the generation, dissemination and application of innovative and sound approaches to tackling the development challenges of the subregion. The subprogramme will also undertake analytical work and make recommendations of policy options for consideration by member States, taking into account their different national contexts. The subprogramme will further strengthen multisectoral and interdisciplinary analysis, the processing and systematization of data for the maintenance and updating of relevant databases, and the development of analytical models with quantitative and qualitative tools. The subregional headquarters will continue to work in close collaboration with national stakeholders and regional integration institutions in order to strengthen their capacities through the provision of advisory services, training and internships, and the organization and promotion of forums to facilitate policy dialogue.

18.75 The main beneficiaries of the subprogramme will be government authorities and officials of the countries of the region, civil society entities and academic and private sector institutions, and subregional and regional entities, such as those involved in the Central American integration scheme.

18.76 Emphasis will also be placed on the following areas: development agendas and strategic reforms and their economic, social and sectoral impacts; social pacts for equality; the city as a public good for equality; universal social protection and safety nets; ageing and young populations; a long-term energy development strategy for Central America; trade facilitation within the Dominican Republic-Central America-United States Free Trade Agreement and the European Union Agreement; promoting the social benefits of trade; industrial and competition policies; macroeconomic modelling for key public sector planning entities; adaptation to climate change and mitigation of the impacts of extreme natural phenomena; in-depth country analysis and technical advice.

Subprogramme 13
Subregional activities in the Caribbean

Objective of the Organization: To strengthen the sustainable development process in the Caribbean and enhance the cooperation of the subregion with Latin America

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of countries in the subregion to address economic, social and environmental development issues	(a) (i) Increased number of policies, measures and actions in the areas of economic, social and environment development formulated, adopted or updated by countries of the subregion in line with ECLAC analyses and recommendations
	(ii) Increased number of government institutions, policymakers and other stakeholders acknowledging that they have benefited from ECLAC products and services to promote economic, social and environmental development
(b) Improved institutional capacity in countries of the subregion to follow-up on the major international agreements in the economic, social and environmental fields	(b) Increased number of policies, measures or actions adopted or updated to follow up on the major international agreements in the economic, social and environmental fields, in line with ECLAC analyses and recommendations
(c) Enhanced subregional dialogue, cooperation and collaboration in the Caribbean to address economic, social and environmental development issues	(c) Increased number of Caribbean institutions and other stakeholders engaged in subregional dialogue and/or cooperation and collaboration mechanisms coordinated by ECLAC

Strategy

18.77 The strategy is built on four pillars. First, implementation of the activities will occur within the context of coordination and collaboration with other divisions of ECLAC and the wider United Nations system. Secondly, as the secretariat for the Caribbean Development and Cooperation Committee, the subregional headquarters for the Caribbean will, through alignment with the guidance provided by the Committee, and the identification of priority areas and development challenges, ensure continued relevance to the needs of the subregion. Thirdly, within the context of the internationally agreed development goals, the activities will facilitate the active engagement of Caribbean countries in the follow-up to global conferences, including those deriving from the post-2015 development agenda. Fourthly, a multi-disciplinary approach will be pursued in responding to the development needs of the countries served by the subprogramme, through the following: (a) financing for development, fiscal management and market diversification, within the context of assimilating Caribbean economies into the global economy; (b) broadening the monitoring mechanism for measuring progress in the implementation of the Mauritius Strategy; (c) facilitating wider application of information and communications technology for development and knowledge management; (d) enhancing the role of social development within the context of the broader sustainable development process; and (e) strengthening the statistical capacity of Caribbean countries to support more effective evidence-based policymaking.

18.78 To that end, the subregional headquarters will undertake research and analysis of the emerging issues and challenges facing the Caribbean and work closely with Caribbean development partners — such as the CARICOM secretariat and CARICOM-related institutions, the secretariat of the Organization of Eastern Caribbean States, the Caribbean Development Bank, the Eastern Caribbean Central Bank and the secretariat of the Association of Caribbean States, among others — including the provision of advisory and technical cooperation services, to inform policymaking in Caribbean countries. Ultimately, the visibility of the work and major achievements of the subregional headquarters will be enhanced through a vibrant outreach programme, including more active engagement of Caribbean countries.

Subprogramme 14
Support for regional and subregional integration and cooperation processes and organizations

Objective of the Organization: To strengthen regional and subregional integration processes, their convergence, and the participation of Latin America and the Caribbean in interregional and global political dialogues

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capacity of regional and subregional mechanisms to deepen their integration processes and promote their convergence	(a) (i) Increased number of technical and substantive inputs provided by the Commission that are used to facilitate regional debate and consensus-building on issues relating to social, economic and sustainable development, including gender equality, as requested by regional and subregional mechanisms
	(ii) Increased number of joint activities or initiatives in which various regional and subregional schemes and mechanisms participate with the aim of sharing knowledge and experiences, with technical and logistical support from ECLAC

(b) Enhanced political dialogue of regional and subregional schemes with third parties and extraregional actors	(b) (i) Increased number of technical and substantive inputs provided by the Commission that are used to facilitate regional dialogue with third parties, including extraregional partners or mechanisms, on issues relating to social, economic and sustainable development, including gender equality, as requested by regional and subregional mechanisms (ii) Increased number of instances in which regionally agreed positions are presented in global forums or summits with technical support from ECLAC

Strategy

18.79 Responsibility for the implementation of the subprogramme rests with the Office of the Executive Secretary and the Secretary of the Commission, which, given the multidisciplinary approach of the subprogramme, will work in close coordination with the rest of the substantive ECLAC divisions and the subregional and national offices.

18.80 The strategy applied under the subprogramme will focus on providing technical and logistical support to the Latin American and Caribbean integration and cooperation organizations, mechanisms and coordination schemes, both in support of their own agendas, in their convergence efforts and initiatives and in the external interactions with third parties.

18.81 The main characteristic of the subprogramme is the dynamic demand of the actors to whom services are provided in the areas of data, statistics, indicators and analytical and normative work through conference and position papers, the development of methodologies for various purposes and logistical support, upon request.

18.82 The subprogramme is designed to strengthen regional and subregional groups and schemes in Latin America and the Caribbean, by providing technical support; updated, timely and relevant cutting-edge information, statistics and indicators; analytical work; and logistical support for meetings and summits. The analytical work and recommendations of the Commission will help these organizations to build consensus concerning new challenges in regional integration and cooperation, pursue social, economic and sustainable development and engage in political dialogue with third parties. Assistance will also be provided in the follow-up to agreements and their respective implementation mechanisms. Furthermore, the subprogramme will provide advisory and technical cooperation services to support these regional and subregional mechanisms in their efforts to improve regional integration and cooperation through the modalities of South-South and triangular cooperation.

18.83 The Office of the Executive Secretary will work closely primarily with CELAC, UNASUR, the Andean Community, CARICOM, the Latin American

Integration Association, MERCOSUR, the Bolivarian Alliance for the Peoples of the Americas and SICA. Collaboration with other bilateral and multilateral cooperation partners will also be enhanced to provide additional resources to the subprogramme with the aim of strengthening the implementation of its programme of work and maximizing its impact in the beneficiary countries.

18.84 The main beneficiaries of the subprogramme will be the Governments of the region, officials involved with all the integration processes in the economic, social, and political spheres, as well as other stakeholders of business and the civil society sectors concerned with all the relevant aspects of integration and the associated political dialogue.

18.85 Lastly, the subprogramme will seek to ensure the visibility of its work and major achievements through a dynamic outreach programme, including active engagement with the member States, wide dissemination of publications and findings in international events and relevant conferences, as well as participation in key forums involving relevant policymakers, academia and other stakeholders, both within and outside the region.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
58/269	Strengthening of the United Nations: an agenda for further change
59/57	A Fair Globalization: Creating Opportunities for All — report of the World Commission on the Social Dimension of Globalization
60/1	2005 World Summit Outcome
60/4	Global Agenda for Dialogue among Civilizations
63/260	Development-related activities
64/172	The right to development
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
64/289	System-wide coherence
65/1	Keeping the promise: united to achieve the Millennium Development Goals
66/71	International cooperation in the peaceful uses of outer space
66/84	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations

66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
66/155	The right to development
66/157	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
66/161	Globalization and its impact on the full enjoyment of all human rights
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence
66/213	Fourth United Nations Conference on the Least Developed Countries
66/215	Second United Nations Decade for the Eradication of Poverty (2008-2017)
66/216	Women in development
66/288	The future we want
67/140	Realizing the Millennium Development Goals and other internationally agreed development goals for persons with disabilities towards 2015 and beyond
67/164	Human rights and extreme poverty
67/217	Towards a New International Economic Order
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
67/230	The role of the United Nations in promoting a new global human order
68/1	Review of the implementation of General Assembly resolution 61/16 on the strengthening of the Economic and Social Council
68/4	Declaration of the High-level Dialogue on International Migration and Development
68/6	Outcome document of the special event to follow up efforts made towards achieving the Millennium Development Goals
68/158	The right to development
68/198	Information and communications technologies for development
68/201	International financial system and development
68/202	External debt sustainability and development

68/204	Follow-up to the International Conference on Financing for Development
68/210	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
68/220	Science, technology and innovation for development
68/222	Development cooperation with middle-income countries
68/226	Second United Nations Decade for the Eradication of Poverty (2008-2017)
68/230	South-South cooperation
68/234	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners

Economic and Social Council resolutions and decisions

2004/310	Implementation of and follow-up to major United Nations conferences and summits
2012/2	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to education
2012/9	Poverty eradication
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2013/5	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2013/16	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2013/44	Follow-up to the International Conference on Financing for Development

Economic Commission for Latin America and the Caribbean resolutions

650 (XXXIII)	Brasilia Resolution
666 (XXXIV)	San Salvador Resolution
690 (XXXV)	Lima Resolution

Subprogramme 1
Linkages with the global economy, regional integration and cooperation

General Assembly resolutions

63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence
68/199	International trade and development

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
608 (XXX)	Promotion of coordination in studies and activities concerning South America

Subprogramme 2
Production and innovation

General Assembly resolutions

60/252	World Summit on the Information Society
63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization
63/277	Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development
64/140	Improvement of the situation of women in rural areas
65/175	Industrial development cooperation
66/195	Agricultural technology for development
66/211	Science and technology for development
66/217	Human resources development
66/220	Agriculture development and food security
67/202	Entrepreneurship for development
67/225	Industrial development cooperation

Economic and Social Council resolutions and decisions

2008/18	Promoting full employment and decent work for all
2009/5	Recovering from the crisis: a Global Jobs Pact

2009/7	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2009/220	Report of the Secretary-General on enhanced cooperation on public policy issues pertaining to the Internet
2010/2	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2010/3	Science and technology for development

Economic Commission for Latin America and the Caribbean resolutions

653 (XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean
672 (XXXIV)	Establishment of the Conference on Science, Innovation and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean
691 (XXXV)	Ministerial Conference on the Information Society in Latin America and the Caribbean

Subprogramme 3
Macroeconomic policies and growth

General Assembly resolutions

63/199	International Labour Organization Declaration on Social Justice for a Fair Globalization
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
63/305	Establishment of an ad hoc open-ended working group of the General Assembly to follow up on the issues contained in the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
67/217	Towards a New International Economic Order
67/218	Promoting transparency, participation and accountability in fiscal policies

Economic and Social Council resolutions

2008/18	Promoting full employment and decent work for all
2009/5	Recovering from the crisis: a Global Jobs Pact
2013/24	Committee of Experts on International Cooperation in Tax Matters

Economic Commission for Latin America and the Caribbean resolutions

669 (XXXIV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields
685 (XXXV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Subprogramme 4
Financing for development

General Assembly resolutions

63/229	Role of microcredit and microfinance in the eradication of poverty
63/277	Organization of the United Nations conference at the highest level on the world financial and economic crisis and its impact on development
63/303	Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
65/146	Innovative mechanisms of financing for development
65/313	Follow-up to the Conference on the World Financial and Economic Crisis and Its Impact on Development
66/188	Addressing excessive price volatility in food and related financial and commodity markets
67/12	Cooperation between the United Nations and the Latin American and Caribbean Economic System
67/300	Modalities for the sixth high-level dialogue on Financing for Development

Economic and Social Council resolutions

2008/16	Committee of Experts on International Cooperation in Tax Matters
2009/30	A strengthened and more effective intergovernmental inclusive process to carry out the financing for development follow-up

2011/39	Follow-up to the Outcome of the Conference on the World Financial and Economic Crisis and Its Impact on Development: consideration of the possible establishment of an ad hoc panel of experts

Economic Commission for Latin America and the Caribbean resolutions

654 (XXXIII)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields
655 (XXXIII)	Caribbean development and cooperation committee
669 (XXXIV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields
685 (XXXV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Subprogramme 5
Social development and equality

General Assembly resolutions

64/130	Policies and programmes involving youth
64/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
64/134	Proclamation of 2010 as International Year of Youth: Dialogue and Mutual Understanding
64/139	Violence against women migrant workers
64/164	Elimination of all forms of intolerance and of discrimination based on religion or belief
64/215	Legal empowerment of the poor and eradication of poverty
65/183	United Nations Literacy Decade: education for all
65/199	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
65/211	Elimination of all forms of intolerance and of discrimination based on religion or belief

65/212	Protection of migrants
65/240	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
66/121	Policies and programmes involving youth
66/123	Cooperatives in social development
66/126	Preparations for and observance of the twentieth anniversary of the International Year of the Family
66/127	Follow-up to the Second World Assembly on Ageing
66/128	Violence against women migrant workers
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
66/140	The girl child
66/141	Rights of the child
66/143	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
66/144	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
66/150	Torture and other cruel, inhuman or degrading treatment or punishment
66/158	The right to food
66/160	International Convention for the Protection of All Persons from Enforced Disappearance
66/164	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
66/165	Protection of and assistance to internally displaced persons
66/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities

66/168	Elimination of all forms of intolerance and of discrimination based on religion or belief
66/172	Protection of migrants
66/173	Follow-up to the International Year of Human Rights Learning
66/217	Human resources development

Economic and Social Council resolutions

2009/5	Recovering from the crisis: a Global Jobs Pact
2011/23	Committee of Experts on International Cooperation in Tax Matters
2012/11	Mainstreaming disability in the development agenda

Economic Commission for Latin America and the Caribbean resolutions

657 (XXXIII)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean

Subprogramme 6
Mainstreaming the gender perspective in regional development

General Assembly resolutions

63/174	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
65/187	Intensification of efforts to eliminate all forms of violence against women
66/128	Violence against women migrant workers
66/131	Convention on the Elimination of All Forms of Discrimination against Women
66/140	The girl child
66/164	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
66/165	Protection of and assistance to internally displaced persons
66/166	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
66/173	Follow-up to the International Year of Human Rights Learning
66/217	Human resources development

67/81	Global health and foreign policy
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
67/143	Follow-up to the Second World Assembly on Ageing
67/144	Intensification of efforts to eliminate all forms of violence against women
67/145	Trafficking in women and girls
67/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
67/149	Office of the United Nations High Commissioner for Refugees
67/152	Rights of the child
67/172	Protection of migrants
67/174	The right to food
67/185	Promoting efforts to eliminate violence against migrants, migrant workers and their families
67/190	Improving the coordination of efforts against trafficking in persons

Economic and Social Council resolutions

2008/33	Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons
2009/15	Future organization and methods of work of the Commission on the Status of Women
2009/16	Working Group on Communications on the Status of Women of the Commission on the Status of Women
2012/16	Promoting efforts to eliminate violence against migrants, migrant workers and their families

Economic Commission for Latin America and the Caribbean resolutions

615 (XXXI)	International migration
657 (XXXIII)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean
658 (XXXIII)	Regional Conference on Women in Latin America and the Caribbean

667 (XXXIV)	Regional Conference on Women in Latin America and the Caribbean
677 (XXXV)	Regional Conference on Women in Latin America and the Caribbean

Subprogramme 7 Population and development

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
59/174	Second International Decade of the World's Indigenous People
61/295	United Nations Declaration on the Rights of Indigenous People
64/139	Violence against women migrant workers
65/198	Indigenous issues
68/134	Follow-up to the Second World Assembly on Ageing
68/137	Violence against women migrant workers
68/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
68/149	Rights of indigenous peoples
68/151	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
68/172	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
68/179	Protection of migrants

Economic and Social Council decisions

2012/232	Special session of the General Assembly on follow-up to the International Conference on Population and Development beyond 2014
2013/237	Report of the Commission on Population and Development on its forty-sixth session and provisional agenda for its forty-seventh session

Economic Commission for Latin America and the Caribbean resolutions

569 (XXVII)	Latin American and Caribbean Demographic Centre — Population Division of ECLAC
615 (XXXI)	International migration
657 (XXXIII)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean
670 (XXXIV)	Ad Hoc Committee on Population and Development of the Economic Commission for Latin America and the Caribbean
681 (XXXV)	Regional Conference on Population and Development in Latin America and the Caribbean

Subprogramme 8
Sustainable development and human settlements

General Assembly resolutions

59/237	United Nations Decade of Education for Sustainable Development
63/210	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
63/215	International cooperation to reduce the impact of the El Niño phenomenon
63/217	Natural disasters and vulnerability
63/219	Convention on Biological Diversity
63/281	Climate change and its possible security implications
64/200	International Strategy for Disaster Reduction
64/203	Convention on Biological Diversity
64/205	Sustainable mountain development
64/206	Promotion of new and renewable sources of energy
67/200	International Day of Forests
67/205	Towards the sustainable development of the Caribbean Sea for present and future generations
67/207	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
67/208	International cooperation to reduce the impact of the El Niño phenomenon
67/210	Protection of global climate for present and future generations of humankind

67/211	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
67/212	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
67/214	Harmony with Nature
67/216	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
67/223	Promotion of ecotourism for poverty eradication and environment protection
67/290	Format and organizational aspects of the high-level political forum on sustainable development
67/300	Modalities for the sixth high-level dialogue on Financing for Development
68/70	Oceans and the law of the sea

Economic and Social Council resolutions

2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council
2013/22	Human settlements

Economic Commission for Latin America and the Caribbean resolutions

594 (XXIX)	World Summit on Sustainable Development
602 (XXX)	Monitoring sustainable development in Latin America and the Caribbean
669 (XXXIV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields
685 (XXXV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Subprogramme 9
Natural resources and infrastructure

General Assembly resolutions

62/98	Non-legally binding instrument on all types of forests
63/210	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation
64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
66/200	Protection of global climate for present and future generations of humankind
66/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session
66/205	Sustainable mountain development
66/260	Improving global road safety
67/204	Implementation of the International Year of Water Cooperation, 2013
67/205	Towards the sustainable development of the Caribbean Sea for present and future generations
67/207	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
67/215	Promotion of new and renewable sources of energy
67/222	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation

Economic and Social Council resolutions and decisions

2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources
2006/49	Outcome of the sixth session of the United Nations Forum on Forests

2011/25	Work of the Committee of Experts on the Transport of Dangerous Goods and on the Globally Harmonized System of Classification and Labelling of Chemicals

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
602 (XXX)	Monitoring sustainable development in Latin America and the Caribbean
669 (XXXIV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields
685 (XXXV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields

Subprogramme 10
Planning of public administration

General Assembly resolutions

67/218	Promoting transparency, participation and accountability in fiscal policies
67/289	The United Nations in global economic governance

Economic and Social Council resolutions

2013/23	Report of the Committee of Experts on Public Administration on its twelfth session

Economic Commission for Latin America and the Caribbean resolutions

671 (XXXIV)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning
679 (XXXV)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning

Subprogramme 11
Statistics

General Assembly resolutions

67/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
68/261	Fundamental Principles of Official Statistics

Economic and Social Council resolutions and decisions

2000/7	Establishment of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean
2006/6	Strengthening statistical capacity
2009/237	Report of the Statistical Commission on its fortieth session and provisional agenda and dates for the forty-first session of the Commission
2013/21	Fundamental Principles of Official Statistics
2013/235	Report of the Statistical Commission on its forty-fourth session and the provisional agenda and dates for the forty-fifth session of the Commission

Economic Commission for Latin America and the Caribbean resolutions

580 (XXVIII)	Establishment of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean
649 (XXXIII)	Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean
668 (XXXIV)	Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean
678 (XXXV)	Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean

Subprogramme 12
Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico

General Assembly resolutions

58/117	International assistance to and cooperation with the Alliance for the Sustainable Development of Central America
59/174	Second International Decade of the World's Indigenous People
63/19	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development

63/281	Climate change and its possible security implications
64/212	Science and technology for development
66/131	Convention on the Elimination of All Forms of Discrimination against Women
66/211	Science and technology for development
67/12	Cooperation between the United Nations and the Latin America and the Caribbean Economic System
67/143	Follow-up to the Second World Assembly on Ageing
67/144	Intensification of efforts to eliminate all forms of violence against women
67/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
67/153	Rights of indigenous peoples
67/172	Protection of migrants
67/174	The right to food
67/210	Protection of global climate for present and future generations of humankind
67/215	Promotion of new and renewable sources of energy
67/216	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
67/228	Agriculture development and food security
68/207	Sustainable tourism and sustainable development in Central America

Economic and Social Council resolutions

2004/52	Long-term programme of support for Haiti
2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council
2010/12	Promoting social integration
2010/25	Recovering from the world financial and economic crisis: a Global Jobs Pact

2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2012/6	Science and technology for development
2012/9	Poverty eradication
2012/21	Ad Hoc Advisory Group on Haiti

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
615 (XXXI)	International migration
624 (XXXI)	Support for the United Nations Stabilization Mission in Haiti
653 (XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean
669 (XXXIV)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields
672 (XXXIV)	Establishment of the Conference on Science, Innovation, and Information and Communications Technologies of the Economic Commission for Latin America and the Caribbean

Subprogramme 13
Subregional activities in the Caribbean

General Assembly resolutions

S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
59/230	Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development
64/137	Intensification of efforts to eliminate all forms of violence against women
64/140	Improvement of the situation of women in rural areas
64/204	Report of the Governing Council of the United Nations Environment Programme on its twenty-fifth session
65/155	Towards the sustainable development of the Caribbean Sea for present and future generations

65/158	International cooperation to reduce the impact of the El Niño phenomenon
66/129	Improvement of the situation of women in rural areas
66/132	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
66/199	International Strategy for Disaster Reduction
66/200	Protection of global climate for present and future generations of humankind
66/202	Convention on Biological Diversity
66/203	Report of the Governing Council of the United Nations Environment Programme on its twenty-sixth session
66/207	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
66/211	Science and technology for development
66/231	Oceans and the law of the sea
67/207	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
67/215	Promotion of new and renewable sources of energy
67/223	Promotion of ecotourism for poverty eradication and environment protection
67/249	Cooperation between the United Nations and the Caribbean Community
67/300	Modalities for the sixth high-level dialogue on Financing for Development

Economic and Social Council resolutions

2009/17	Review of United Nations support for small island developing States
2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the 2008 substantive session of the Economic and Social Council
2010/3	Science and technology for development

2013/43	Support to Non-Self-Governing Territories by the specialized agencies and international institutions associated with the United Nations

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
574 (XXVII)	Participation of ECLAC associate member countries in the follow-up to United Nations world conferences and in the work of the Economic and Social Council
615 (XXXI)	International migration
653 (XXXIII)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean
654 (XXXIII)	Activities of the Economic Commission for Latin America and the Caribbean in relation to follow-up to the Millennium Development Goals and implementation of the outcomes of the major United Nations conferences and summits in the economic, social and related fields
660 (XXXIV)	Caribbean Development and Cooperation Committee
680 (XXXV)	Caribbean Development and Cooperation Committee

Subprogramme 14
Support for regional and subregional integration and cooperation processes and organizations

General Assembly resolutions

65/177	Operational activities for development of the United Nations system
66/223	Towards global partnerships
67/249	Cooperation between the United Nations and the Caribbean Community

Programme 19

Economic and social development in Western Asia

Overall orientation

19.1 The overall orientation of the programme is to foster comprehensive, equitable, integrated and sustainable development through effective economic and social policies and enhanced cooperation among the member countries of the Economic and Social Commission for Western Asia (ESCWA) and with other countries, giving special consideration to the least developed and conflict-stricken countries. ESCWA is responsible for the implementation of the programme.

19.2 Policy direction for the programme is provided in Economic and Social Council resolutions 1818 (LV) and 1985/69, establishing ESCWA and amending its terms of reference in order to underscore the social functions of the Commission. In addition, in its resolution 269 (XXIV), the Commission requested its Executive Secretary to increase coherence and synergy with other regional United Nations organizations and foster partnerships with them through the lead role of the Commission in the Regional Coordination Mechanism.

19.3 More recently, the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want" (General Assembly resolution 66/288, annex), emphasized that "regional and subregional organizations, including the United Nations regional commissions and their subregional offices, have a significant role to play in promoting a balanced integration of the economic, social and environmental dimensions of sustainable development in their respective regions" (see para. 100).

19.4 Furthermore, in December 2012 the General Assembly adopted resolution 67/226, concerning the quadrennial comprehensive policy review of operational activities for development of the United Nations system. In the resolution, the Assembly recognized "the contribution of the regional commissions as well as interregional, regional and subregional cooperation to addressing development challenges related to the achievement of the internationally agreed development goals" (see para. 144). It also requested "the regional commissions to further develop their analytical capacities to support country-level development initiatives, at the request of the programme countries, and to support measures for more intensive inter-agency collaboration at the regional and subregional levels". It urged regional commissions "to prioritize sustainable development initiatives at the country level through, inter alia, more efficient and effective capacity-building, development and implementation of regional agreements and arrangements addressing the regional and subregional dimensions of national development goals and the exchange of information, best practices and lessons learned" (see para. 150).

19.5 As the regional arm of the United Nations, ESCWA will continue to foster economic integration at the subregional and regional levels, to promote the regional implementation of internationally agreed development goals, including the results of the ongoing discussion on the post-2015 development agenda, and to support regional sustainable development by addressing economic, social and environmental policy gaps in its member countries.

19.6 Since late 2010, the political landscape of the ESCWA region has experienced dramatic transformations. ESCWA will play a crucial and unique role in assisting member countries in addressing current policy weaknesses and enhancing their capacities to achieve equitable growth and development. ESCWA will provide a forum for member countries to discuss and share views on economic, social and sustainable development issues in the region.

19.7 The mandates resulting from the post-2015 development agenda will have a considerable impact on the work of ESCWA in the biennium 2016-2017.

19.8 To address regional and global priorities shaping up in the development agenda beyond 2015, ESCWA engaged in an extensive process of internal consultations for this proposed strategic framework to ensure that it will contribute to its four-year vision (2015-2019).

19.9 ESCWA will focus on equitable and sustainable development in the region. The programme comprises seven interdependent subprogrammes that focus on three strategic pillars serving as mainstays for work to be implemented on eight priority areas. The 2016-2017 strategic framework reflects the activities of ESCWA in a fully integrated manner.

19.10 The three strategic pillars are: inclusive development; regional integration; and good governance and resilience.

19.11 Through its work on inclusive development, ESCWA will focus on three priority areas: social justice; knowledge economy and employment; and sustainable natural resources.

19.12 In the area of social justice, ESCWA will promote development and poverty eradication strategies measured not only by growth in economic activity and income, but also by their ability to guarantee decent employment commensurate with the skills, capacity and aspirations of the population and equal access to, and benefit from, resources based on the principles of equity, including equity across generations. ESCWA will support member countries in ensuring that social inclusion and integration guide policy and institutional development, making certain that there is equal access to decision-making processes, to social services and social protection including social assistance to provide relief from poverty and deprivation and social insurance to cushion vulnerable groups against risks, and to information and resources. Special consideration will be given to the needs of least developed countries in the region and the impacts that changes in population dynamics may have on achieving these goals. Under knowledge economy and employment, ESCWA will pay special attention to promoting the transfer of technology to increase the competitiveness of economies in the region through value-added industrial development, while making effective and efficient use of human and natural resources. Concerning sustainable natural resources, ESCWA will focus its work on promoting integrated management to optimize the efficiency and effectiveness of resource consumption through the use of new technologies and innovation, thus maximizing the impact that the use of these resources has on income generation and job creation.

19.13 Under regional integration, ESCWA will focus on two priority areas: policy coherence; and agreements and strategies. Although regional integration has the potential to boost production and income and help Arab countries in addressing the twin problems of poverty and unemployment, economic integration among Arab countries lags behind that in other regions.

19.14 The secretariat will continue to work closely with the League of Arab States, regional partners and member countries to enhance the formulation of intraregional, interregional and international trade policies and agreements, thereby strengthening national capacity and increasing the competitiveness of domestic and regional markets. It will also support the implementation of resolutions of high-level regional forums, mainly the Arab Economic and Social Summits, to complete the establishment of the Greater Arab Free Trade Area (GAFTA); and to establish an Arab Customs Union and an Arab Common Market.

19.15 The profound changes taking place in the Arab region and the expansion of global trade have increased the importance of integration as a means to address developmental challenges and contribute to sustainable and balanced regional development.

19.16 Under the first priority area, namely, policy coherence, ESCWA will work with member countries to improve cross-border infrastructural linkages. It will also encourage member countries to participate in efforts to harmonize policies to take advantage of the added value of regional integration in economic, social and environmental areas. Under the second priority area, namely, agreements and strategies, ESCWA will focus on integrated work programmes that help Arab countries to benefit from the synergies arising from cooperation among them. ESCWA will accentuate the role of integration as a driver towards a knowledge economy, while emphasizing the need to ensure equal opportunities for development and an equitable share of the benefits of integration.

19.17 Under the third pillar, namely, good governance and resilience, ESCWA will focus on three priority areas: institutional development; participation and citizenship; and resilience to crises and occupation.

19.18 In the area of institutional development, ESCWA will focus on the link between development and resilience. Strong institutions are needed to quell ongoing political tensions and conflicts in some countries, and to support democratic transitions in others. ESCWA will endeavour to enhance the capacity of member countries to perform government functions and adopt citizen-based practices. In the area of participation and citizenship, ESCWA aims to promote good governance, respect for human rights, rule of law, accountability, transparency, public participation, social cohesion and political reform. It will work to enhance civil society engagement and empowerment and to support inclusive participation and gender equality.

19.19 Under resilience to crises and foreign occupation, ESCWA will work with member countries to reduce their negative impacts while identifying the root causes of crises. ESCWA will enhance peacebuilding initiatives, particularly in Arab least developed countries, and will also support member countries in developing disaster risk reduction strategies. Enhancing the resilience of member countries through efforts to mitigate and adapt to climate change will be an important aspect of the work programme.

19.20 The programme of work of ESCWA will be guided by three cross-cutting issues: partnerships, statistics and gender.

19.21 ESCWA will fulfil the objectives of its strategic pillars while operating in an increasingly complex development environment, marked by political and social instability and economic and environmental vulnerability. ESCWA will continue to expand its network of international, regional and national partners and seek to work collaboratively with intergovernmental bodies, United Nations organizations, donors, research institutions, civil society organizations and the private sector to respond to the pressing needs and policy challenges of member countries.

19.22 Building on its special relationship with the League of Arab States, ESCWA will support the articulation of regional positions on issues of global and regional concern, and to advance a rights-based sustainable development agenda that has social justice at its heart. It will also continue to convene the Regional Coordination Mechanism as a platform for United Nations entities working in the region to discuss regional policy priorities.

19.23 Mobilizing additional financial and in-kind contributions will be important to ensure that ESCWA can disseminate and operationalize the findings and recommendations of its normative work and respond effectively to the requests of its member countries. To do so, ESCWA will leverage the results and outputs of its regular programme of work and the strategic partnerships it builds across the region.

19.24 Through subprogramme 5, statistics for evidence-based policymaking, ESCWA has taken the lead and established partnerships with regional and national statistical organizations, and has pursued coordinated efforts towards improved statistical information.

19.25 The outcome document of the United Nations Conference on Sustainable Development (Rio+20) asserted the need for comparable, reliable statistics on sustainable development. Member countries and the relevant bodies of the United Nations system, within their respective mandates, have supported the regional commissions in collecting and compiling official statistics. Member countries have also committed to mobilizing financial resources and building the capacity of developing countries to produce statistical data related to the post-2015 development agenda and the sustainable development goals.

19.26 As a leader of the Statistics Coordination Taskforce of the Regional Coordination Mechanism, ESCWA will promote coordination of statistical activities among national statistical offices and international organizations active in the region. ESCWA has also put in place an internal coordination mechanism to harmonize statistical information used in its publications and studies.

19.27 Promoting gender equality and the rights of women is a core element in meeting development objectives. It requires a systematic and comprehensive focus on the different needs, power relations and access to resources of men and women throughout all processes.

19.28 ESCWA will assist member countries in eliminating gender inequality in policies, strategies, legislations and programmes. Through the provision of technical and advisory services, ESCWA supports national and regional efforts to overcome all forms of discrimination against women to achieve the advancement of women and to secure their equal access to resources and participation in decision-making.

19.29 Furthermore, ESCWA is committed to mainstreaming a gender perspective into its entire programme of work. It will continue to be at the forefront in the implementation of the United Nations system-wide action plan on gender equality and the empowerment of women, endorsed by the Chief Executives Board for Coordination in October 2006.

19.30 In addition to its analytical and normative work, ESCWA will provide technical cooperation support in line with the articulated needs of its member countries paying particular attention to the needs of developing countries, while promoting South-South and triangular cooperation. It will act as a facilitator for the exchange of knowledge and information by providing a forum for networking and multilateral dialogue on regional and global development issues. Similarly, lessons derived from evaluation exercises will be consolidated to improve the design and performance of programmes, in view of the commitment of the United Nations to encourage and support evaluation practices to enhance learning and accountability.

19.31 The expected accomplishments and indicators of achievement used below are intended to measure direct impacts of the work of ESCWA on its stakeholders.

Subprogramme 1

Integrated management of natural resources for sustainable development

Objective of the Organization: To achieve the integrated management of natural resources leading to improved food, water and energy security and enhanced resilience to climate change, and to mainstream sustainable development goals into regional and national policy processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Member countries mainstream appropriate goals related to sustainable development into national multisectoral strategies and action plans for the integrated management of natural resources including tools for measuring, monitoring and reporting	(a) (i) Increased number of multisectoral institutional mechanisms established to follow up on goals related to sustainable development (ii) Increased number of harmonized methodologies for measuring sustainable development targets and indicators adopted at the sector level in member countries (iii) Increased number of strategies, plans and policies adopted by line ministries to support the integrated management of natural resources
(b) Member countries adopt platforms and resolutions on regional cooperation on shared water resources, energy networks and environmental sustainability to improve food, water and energy security	(b) (i) Increased number of regional or subregional platforms developed to improve cooperation on food, water and energy (ii) Increased number of intergovernmental resolutions and recommendations adopted to enhance regional cooperation on environmental sustainability

	(iii) Increased number of harmonized tools, techniques and guidelines implemented by member countries for food, water and energy security
(c) Member countries develop coordinated policies, strategies and frameworks for climate change mitigation, adaptation and disaster risk reduction to enhance resilience and respond to the impact of natural and human-made crises	(c) Increased number of recommendations, resolutions and decrees adopted by member countries that aim to coordinate responses to climate change adaptation and mitigation and disaster risk reduction

Strategy

19.32 The Sustainable Development and Productivity Division will implement the subprogramme. The interrelated and complex challenges and current social and political tensions provide a sense of urgency for concerted efforts to strengthen the interlinkages between the economic, social and environmental pillars of sustainable development. Regional challenges include rise in demand for food, water and energy, leading to unsustainable use of resources and food insecurity; unsustainable production and consumption patterns; and inefficient energy use in key productive and consuming sectors, as well as climate change and its impact on natural resources.

19.33 The implementation of the subprogramme will support countries to move towards a more sustainable development path by implementing and following up on the outcomes of major United Nations summits; strengthening capacities in formulating and implementing policies, strategies and plans; advocating the integration of policies on water, energy and food; facilitating regional cooperation and coordination for greater food, water and energy security; and assisting member countries to develop mechanisms for coordinated responses to climate change and other natural crises.

19.34 ESCWA will:

(a) Advocate for and raise awareness of global and regional commitments, particularly the sustainable development related goals, the Sustainable Energy for All initiative, and other Arab strategies and action plans for the integrated management of resources, climate change and disaster risk reduction;

(b) Serve as a forum for promoting multisectoral policy dialogue on sustainable development issues and priorities towards forging regional positions and perspectives based on the exchange of information, lessons learned and best practice;

(c) Support member countries in their efforts to improve the efficient use of natural resources by analysing performance in these sectors, providing policy recommendations, promoting the application of appropriate green technologies, and encouraging the integrated management of resources;

(d) Facilitate regional cooperation and coordination as a means to enhance food, water and energy security and alleviate poverty in rural areas;

(e) Support the development of national or regional mechanisms, networks or help desks for the integration of the different pillars of sustainable development;

(f) Foster regional approaches on climate change adaptation and mitigation by supporting the development of mechanisms to deal with climate change impacts, and examine impact and vulnerability assessments, and associated socioeconomic and environmental issues to inform the policymaking processes, and to support member countries in their negotiations.

19.35 This will be achieved through servicing intergovernmental bodies; conducting high-quality policy-oriented research and analytical work on the science-policy interface; organizing high-level and expert meetings; providing advisory services; implementing field projects, supporting dedicated knowledge platforms for professionals; and issuing technical materials to enhance capacity to address sustainable development issues and challenges.

19.36 Work under the subprogramme will strive to maximize synergies through collaboration with different United Nations agencies, regional commissions and organizations, and participation in the United Nations inter-agency coordination mechanisms on water resources and energy, the high-level political forum on sustainable development and the Regional Coordination Mechanism.

Subprogramme 2
Social development

Objective of the Organization: To enhance the capacity of member countries to adopt and implement rights-based social policies that promote social justice and lead to equitable, inclusive and participatory socioeconomic development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Member countries develop rights-based social policies and programmes that promote social cohesion, social inclusion, social protection and the provision of adequate social services for all	(a) (i) Increased number of policies, programmes and measures formulated or enhanced to improve social protection or expand the provision of social services (ii) Increased number of policies, programmes and measures formulated or enhanced to ensure the social integration of vulnerable groups
(b) Member countries are engaged in a regional consensus-building process on international migration towards the elaboration and implementation of policies that maximize the development impact of international migration and foster intraregional coordination and cooperation	(b) (i) Increased number of instances where ESCWA facilitated or promoted policy dialogue on international migration between Governments of member countries (ii) Increased number of policies that reflect awareness of the regional development opportunities and challenges of international migration

(c) Member countries adopt a participatory approach to social policy formulation and implementation through consensus building, the empowerment of civil society and the engagement of civic groups and other stakeholders in advocating the values and tools necessary to achieving a just society	(c) (i) Increased number of instances in which representatives of governments, civil society organizations and other stakeholders engage in substantive policy dialogue with the support of ESCWA (ii) Number of governmental and non-governmental institutions making use of the knowledge and tools generated by ESCWA on participatory development and civic engagement, in their development initiatives

Strategy

19.37 This subprogramme is implemented by the Social Development Division. During the biennium 2016-2017, ESCWA will build on the experience gained during the previous bienniums to advocate the principles of social justice as a guiding framework for public policymaking. Specific attention will be paid to: promoting and implementing policies that foster social inclusion and social protection and address the social dimensions of poverty; mainstreaming key population and human development issues into policymaking, focusing on youth development and international migration; upholding participatory development and civic engagement; and addressing the social dimension of the post-2015 global development agenda.

19.38 The adoption of equitable, inclusive and consensus-based development policies is central to achieving social justice. In the ESCWA region, however, social policies have been geared towards assistance rather than development, and most have failed to address the specific needs of vulnerable groups such as youth, migrants, persons with disabilities, informal workers and the poor. At the same time, little attention has been devoted to the opportunities presented by age-structural changes witnessed across the region. These policy deficits are exacerbated by the absence or weakness of participatory frameworks to fully engage civil society in the decision-making process.

19.39 As a result, despite regional progress on a number of human development indicators, inequality, vulnerability and social exclusion have increased and have played a considerable role in triggering the popular movements that some Arab countries witnessed during this decade.

19.40 To address those development deficits, the Division will undertake normative analysis to support social policy reform through regional consultations and technical cooperation activities, including advisory services, capacity-building workshops and field projects. ESCWA will continue to act as a regional platform for the exchange of experiences, good practices and lessons learned on key social development areas within and beyond the Arab region. Partnerships and cooperation will be further strengthened with other regional commissions, United Nations entities, international and regional organizations and civil society organizations.

Subprogramme 3
Economic development and integration

Objective of the Organization: To achieve a decent standard of living for all people in Member States, through sustained, inclusive and integrated regional economic development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Member countries reform economic institutions and develop and implement policies based on principles of good governance in order to enable economic planning and policymaking in support of inclusive and sustainable development	(a) (i) Number of member countries that commit to or pass regulatory reforms or legislation related to the improvement of governance in economic institutions
	(ii) Increased number of policies adopted by member countries related to good economic governance that are based on the ESCWA framework of assistance on good economic governance
	(iii) Number of member countries that improve their rating on established national and/or international indicators for good economic governance (such as business environment scorecards, open budget survey, and the World Bank's "ease of doing business" index)
	(iv) Number of member countries that use and implement the models advocated by ESCWA to prepare national development strategies for evidence-based policy dialogue
(b) Member countries design and implement pro-poor, rights- and evidence-based economic plans and policies towards eradicating poverty and reducing income inequality	(b) (i) Number of member countries that adopt plans and policies that promote new methods of monitoring poverty
	(ii) Increased number of pro-poor, rights- and evidence-based plans designed and implemented
(c) National policymaking institutions develop evidence-based tools to create decent and competitive jobs for men and women	(c) (i) Number of member countries that design and incorporate an employment agenda into their national development planning mechanisms
	(ii) Number of member countries requesting and receiving ESCWA support in developing knowledge-based economic strategies and policies to reduce unemployment

(d) Member countries and regional institutions develop policies and implementation mechanisms towards economic policy convergence	(d) (i) Number of member countries taking steps towards coordinating their fiscal and monetary policies
	(ii) Number of member countries that set up a mechanism for the coordination of fiscal policies
(e) Member countries and regional institutions develop plans and policies for cross-border infrastructure, especially in transport and trade facilitation	(e) (i) Number of member countries that improve in major logistic performance indicators
	(ii) Number of member countries that adopt or develop plans or programmes containing new measures articulated in the trade facilitation agreement of the World Trade Organization
	(iii) Number of member countries that adopt the Integrated Transport System in the Arab Mashreq agreements and create national committees for transport and trade facilitation

Strategy

19.41 The Economic Development and Globalization Division is responsible for the subprogramme. The legislative mandates for this subprogramme are: the 2013 report of the Secretary-General on global economic governance and development (A/67/769), the Second United Nations Decade for the Eradication of Poverty (2008-2017), the follow-up to the International Conference on Financing for Development, the Monterrey Consensus, the Doha Declaration on Financing for Development, the Integrated Transport System in the Arab Mashreq and the relevant resolutions of the General Assembly, the Economic and Social Council and ESCWA.

19.42 ESCWA will promote equitable growth and sustainability, regional integration and economic governance by supporting member countries in reforming economic institutions and developing and implementing policies based on good governance; designing and implementing pro-poor rights and evidence-based economic plans and policies; working towards creating and improving access to decent and competitive jobs for men and women; fostering policies and implementation mechanisms towards economic policy convergence; and enhancing regional integration.

19.43 The main directives of the subprogramme in the biennium 2016-2017 are the needs and demands of the populations of the region. The primary concern of the Arab region is the promotion of decent employment opportunities in an equitable knowledge economy that is based on good governance and poverty eradication.

19.44 Regional integration accompanied by evidence-based planning is highly needed to enhance regional economic development. Efforts will focus on the implementation of intraregional and international agreements on trade and transport, and the establishment of well-coordinated fiscal, investment and monetary policies.

19.45 To achieve the above, activities will be focused on the development and use of economic analysis and forecasting tools such as macroeconomic models that enable sound policy recommendations; research leading to ESCWA flagship publications; and the provision of technical assistance and capacity-building based on the individual needs of member countries.

19.46 Work will be carried out in close coordination with relevant stakeholders in member countries, particularly governments, development partners, including international financial institutions, civil society organizations and the private sector. Existing and new partnerships with other regional commissions, United Nations agencies, the League of Arab States, academic institutions, and international and regional organizations will be strengthened.

Subprogramme 4
Information and communications technology for regional integration

Objective of the Organization: To promote inclusive and sustainable development by building an information society and knowledge economy in ESCWA member countries that leverage technology and innovation in accordance with the regional development requirements and the outcomes of the internationally agreed development objectives

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Member countries develop or update strategies and policies that leverage human resources, innovation and modern technology towards knowledge-based economy and information society as the new paradigm for employment and sustainable economic growth	(a) (i) Number of public institutions adopting strategies, road maps and/or solutions to foster technological innovation that enhance economic growth
	(ii) Number of member countries that develop or update strategies and policies that leverage information and communications technology (ICT) and innovation to enhance the impact on social and economic development
(b) Member countries coordinate implementation of harmonized policy, legal and regulatory frameworks in science, technology, innovation and ICT, to foster the development of regional platforms and services	(b) (i) Number of member countries implementing harmonized policies and/or legal and regulatory frameworks in science, technology and innovation and ICT
	(ii) Increased number of regional science, technology and innovation and ICT initiatives that aim to build a knowledge society and/or encourage complementary partnerships for economic development in the Arab region

(c) Public institutions deploy ICT policies and e-government services based on good governance principles, with focus on open government in general and e-participation in particular	(c) (i) Increased number of initiatives focusing on trends in e-government, such as open government and e-participation (ii) Number of public institutions deploying open government and e-government services

Strategy

19.47 The responsibility for implementing the subprogramme lies with the Information and Communication Technology Division. Technology and knowledge play a major role in the move towards a productive knowledge society. Recent technological advancements have modified the principles of economic growth and affected all economic sectors. The capacity of member countries to adapt and contribute to ever-accelerating changes in technology and knowledge varies significantly. With the continued monitoring and implementation of activities pertaining to various sustainable development initiatives such as the United Nations Conference on Sustainable Development, the World Summit on the Information Society, the World Summit on the Information Society plus 10, the ESCWA Regional Plan of Action for Building the Information Society and the Arab Information and Communications Technology Strategy of the League of Arab States, work under the subprogramme will help and guide member countries in their transitions towards an information society and a knowledge economy.

19.48 To meet the development needs of member countries, ESCWA will produce analytical studies and policy recommendations, convene meetings, provide advisory services and implement development projects in partnership with national and regional stakeholders. The implementation of the subprogramme will enhance regional collaboration and foster partnerships aimed at harnessing research and development in technology, with an emphasis on ICT for socioeconomic development. The activities of the Division will act as catalysts for change in national and regional policymaking and will help member countries devise results-driven strategies. They will promote the adoption of comprehensive sets of measurement and indicators that will facilitate strategic decision-making and identify priority areas of policy action. The Division will also rely on feedback from member countries and on regional and global benchmarking exercises to assess and revise plans of action, monitor progress and evaluate the impact of technology on national and regional economies. To help the countries of the region take advantage of the opportunities presented by advancements in technology and knowledge, field projects undertaken by the Division will incorporate a social dimension, seek the active involvement of local communities, pay special attention to the employment needs of young people and advocate the empowerment of women.

19.49 More specifically, ESCWA will leverage technology to smooth the transition of the countries of the region towards knowledge economies and information society. It will focus on enhancing the competitiveness of technological sectors, creating enabling environments, promoting the development of innovative e-services and advocating the adoption and implementation of new trends in e-government, with a special emphasis on open government initiatives. The ESCWA Technology

Centre will assist production sectors, universities and research centres in member countries to acquire the tools and capabilities to adapt and develop suitable technologies that are critical to solving sustainability challenges. To make ICT widely accessible throughout the region, the division will encourage member countries to enhance ICT infrastructure, implement a regional telecommunications backbone and reduce the cost of access to broadband and mobile services.

Subprogramme 5
Statistics for evidence-based policymaking

Objective of the Organization: To strengthen regional and national statistical systems for the production and dissemination of quality statistics for evidence-based policies for inclusive and sustainable development, regional integration and improved governance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) National statistical offices implement methodologies in line with good practices and international standards and recommendations	(a) (i) Number of ESCWA member countries that adopted, with the assistance of ESCWA, new or revised international statistical standards, including the System of National Accounts and foundational socioeconomic classifications
	(ii) Increased number of assistance/capacity-building activities related to implementing international standards and recommendations provided by ESCWA upon the request of member countries
(b) Stakeholders make greater use of quality statistics and methodological studies produced and disseminated by ESCWA	(b) (i) Increased number of queries to ESCWA online statistical databases
	(ii) Increased number of citations and references to ESCWA statistical databases and publications
(c) Regional and national statistical institutions adopt agreements and guidelines for harmonization and comparability of official statistics	(c) (i) Number of strategies adopted for the harmonization of statistics in the region reached between ESCWA and national statistical offices
	(ii) Increased number of agreements and guidelines developed under the auspices of ESCWA and adopted by the Statistical Committee of ESCWA or another statistical authority in the region

Strategy

19.50 The responsibility for implementing the subprogramme lies with the Statistics Division. There is a continued need to improve the quality, relevance, availability and comparability of statistics in the region. Those improvements must be made primarily within the national statistical systems of member countries.

19.51 Institutional development for official statistics will remain the first priority for ESCWA to enable member countries to produce quality statistics that will meet international standards and recommendations. This will include technical capacity development, building skills needed for statistical surveys and censuses and exchange of knowledge and good practices between member countries focusing primarily on: national accounts; short-term economic statistics; the 2020 round of population and housing censuses; living conditions, income and poverty; civil registration and vital statistics; environment and energy statistics; statistics on science and technology; gender statistics; and mainstreaming a gender perspective into all areas of statistics. ESCWA will also work with regional and global partners, including the League of Arab States, the Arab Institute for Training and Research in Statistics, the United Nations Statistics Division, the World Bank and the International Monetary Fund.

19.52 ESCWA will support member countries in improving their institutional set-up and legal framework for official statistics in line with the Fundamental Principles of Official Statistics. ESCWA will also assist member countries in assessments of national statistical systems aimed at defining strategies for the development of statistics.

19.53 The second priority is the provision of data and analytical services to stakeholders in member countries, within ESCWA and in partner organizations. User-needs surveys and satisfaction surveys will be used to periodically assess the impact of data that the Division disseminates, and adjust the data collection and dissemination programme accordingly. Work under the subprogramme will focus on the collection of national statistical data released by member countries.

19.54 The Statistics Division is primarily responsible for the quality of data collected and released by ESCWA, while other divisions at ESCWA continue to collect specific statistical data needed for analysis and studies. Annual data collection plans will be used to coordinate data requests emanating from all divisions of ESCWA.

19.55 The third priority is the regional coordination and harmonization of subject-matter indicators. In cooperation with regional and national statistical institutions, ESCWA will work towards formulating consensus-based agreements and guidelines for the harmonization and comparability of official statistics. Under the auspices of the ESCWA Statistical Committee, this work will be delegated to advisory groups established under specific priority areas. ESCWA will then work with national statistical systems to implement the new methodologies and guidelines, developed through these advisory groups.

19.56 To enhance coherence across international statistical agencies, ESCWA will take active part in cooperation and coordination initiatives of the regional and global statistical systems.

19.57 In order to accomplish the strategy of the subprogramme, ESCWA will act as a centre of excellence and a forum to exchange views on statistical issues; provide training at the national, subregional and regional levels; work on data quality assurance, estimation techniques and the implementation of international classifications and recommendations, in cooperation with staff in national statistical offices; respond to requests for technical assistance; and assist in the exchange of expertise between member countries.

Subprogramme 6
Advancement of women

Objective of the Organization: To reduce gender imbalances, encourage exchange of lessons learned between member countries and contribute to increased respect of the rights of women in line with international conventions and conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Member countries design and implement inclusive gender-sensitive strategies and plans towards the elimination of gender discrimination and violations of the economic and social rights of women	(a) (i) Increased number of inclusive gender-sensitive strategies designed with the assistance of ESCWA (ii) Increased number of inclusive gender-sensitive action plans implemented with the assistance of ESCWA
(b) Member countries collaborate on the development and implementation of regional frameworks that are in line with international conventions and conferences relevant to the rights of women and gender equality	(b) (i) Increased number of subregional or regional frameworks that are in line with international conventions, conferences and agreements (ii) Increased number of regional networks established with the assistance of ESCWA for collaboration and cooperation on women's issues
(c) Member countries establish institutional mechanisms that ensure the effective participation of women in decision-making processes	(c) (i) Increased number of established mechanisms, including yearly campaigns to increase access to decision-making processes (ii) Increased number of committees that include civil society organizations and national machineries for the advancement of women established with the assistance of ESCWA to collaborate on drafting national reports to the Committee on the Elimination of Discrimination against Women

Strategy

19.58 The responsibility for implementing subprogramme 6 lies with the Centre for Women. The Centre will continue to work closely with national women's machineries, national stakeholders, relevant United Nations entities, regional organizations and all divisions within ESCWA to address ongoing challenges that undermine women's social rights, their effective economic participation and their meaningful role in decision-making at all levels. Recent political developments in various Arab countries have also indicated the fragility of women's situation, prompting the necessity to protect acquired rights while enhancing women's involvement in post-conflict and transitional processes.

19.59 Drawing on established partnerships, previous achievements and the recommendations of the Committee on Women, particularly its sixth session, the implementation strategy of the Centre will be rooted in a three-pronged approach:

(a) Enhance regional synergy and collaboration among member countries to respond to the requirements of relevant international instruments and global agreements through regional and subregional frameworks, such as joint strategies, platforms, appeals, action plans and joint declarations. These frameworks will cover gender-related regional priorities, ranging from addressing early and forced marriage, female labour migration, women and knowledge society to harmful practices, and the needs of female refugees and women in conflict settings. Efforts will be made to promote the sharing of information about these regional frameworks with countries in the region;

(b) Support member countries in the design, development and implementation of national strategies, policies and legislations to eliminate gender discrimination in all socioeconomic and political domains. The Centre for Women will enhance national capacities to address gender-related gaps in the private sphere (for example, child marriage, domestic violence); in the economic sector (for example, access to financial resources; employment opportunities; job discrimination); and in the social domain (for example, gender-based violence, stereotypical representation of women and gender roles in the media);

(c) Enhance women's access to all levels of decision-making processes and their representation in governance structures, especially during times of conflict and occupation. This includes ensuring women's meaningful participation in executive, legislative, parliamentary and judicial bodies.

19.60 The Centre for Women will utilize available tools of evidence-based research, knowledge-sharing, capacity-building, advocacy and networking, and monitoring and evaluation. High-quality deliverables (including in-depth studies, needs and impact assessments, policy briefs, situation analysis reports, training modules and technical materials) will be completed in the context of its normative work, technical support and advisory services. The subprogramme will continue to foster collaboration between relevant governmental bodies and national and regional stakeholders through the organization of expert group meetings, workshops, thematic conferences and commemoration of events relevant to women's rights and gender equality. It will also maintain cooperation with other United Nations entities, regional organizations, national and regional academic institutions and civil society organizations.

Subprogramme 7
Conflict mitigation and development

Objective of the Organization: To mitigate the impact of crises, including occupation, and to address development and institutional challenges associated with ongoing transformations in the Arab region

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Public institutions develop governance strategies and policies to enhance their performance and service provision abilities, including developing nationally led and owned monitoring and analysis capacities, particularly in crisis-affected countries and least developed countries	(a) (i) Increased number of member countries seeking and receiving substantive and technical assistance related to the development of governance strategies and policies that aim to enhance the public sector's performance and service provision abilities
	(ii) Increased percentage of civil servants that report having benefited from the outputs and activities of ESCWA on the development of governance strategies and policies, including developing nationally led and owned monitoring and analysis capacities
(b) Member countries respond to development challenges associated with transformations in the region through the formulation of nationally led and owned suitable development strategies and policies	(b) (i) Increased percentage of civil servants participating in forums organized by ESCWA that report having benefited from ESCWA outputs on responding to challenges associated with transformations in the region
	(ii) Increased number of member countries initiating activities as a consequence of ESCWA outputs on addressing challenges associated with transformations in the region
(c) Public institutions develop or implement strategies for the mitigation of the negative direct impact of the Israeli occupation and crises, as well as its indirect ramifications on development in the region	(c) (i) Increased percentage of civil servants and civil society organization representatives participating in activities organized by ESCWA who report having benefited from its outputs dedicated to strengthening their abilities to carry out their respective developmental mandates and thereby mitigating the impact and repercussions of Israeli occupation

(ii) Increased number of public institutions seeking and receiving substantive and technical assistance based on ESCWA outputs related to strengthening the development capabilities of the public sector so as to reduce the impact and repercussions of Israeli occupation on development in the region

Strategy

19.61 The responsibility for implementing the subprogramme lies with the Division for Emerging and Conflict-related Issues. The development process in the Arab region has been characterized by limited, poor-quality indicators of governance and socioeconomic development, particularly in countries that are directly or indirectly affected by crises or suffering from foreign occupation.

19.62 The political transformations witnessed in some countries since 2010, however, have indicated a public demand for better governance practices, including transparency, accountability and participation. At the same time, local and regional crises, the ongoing transformations in a number of member countries, the continuation of the Israeli occupation, and the repercussions of those on social and economic development in the region pose development and institutional challenges for member countries.

19.63 To achieve its expected accomplishments, the implementation of the subprogramme will focus on three main areas: (i) public institutions developing governance strategies and policies to enhance their performance and service provision abilities, particularly in crisis-affected countries and least developed countries; (ii) member countries responding to development challenges associated with transformations in the region through the formulation of nationally led and owned development strategies and policies; and (iii) public institutions developing strategies for the mitigation of the negative direct impact of the Israeli occupation and crises, as well as their indirect ramifications on development in the region.

19.64 To implement the first area, the Emerging and Conflict-related Issues Division will identify and analyse good governance strategies and policies, monitor trends, identify gaps and adequate interventions, as well as global best practices that will enhance the performance of public institutions, placing them at the vanguard of development, particularly in crisis-afflicted countries and least developed countries. ESCWA will utilize the findings of this work to assist in identifying gaps and developmental priorities and enhancing implementation mechanisms across different tiers of government.

19.65 ESCWA will foster policy dialogues with concerned public institutions and experts to define strategies that benefit from national ownership and leadership and encourage participation and citizenship. Through meetings, advisory services, staff missions and research, ESCWA will promote institutional development strategies aiming to strengthen consensus-building mechanisms, including national dialogues and citizenship-based practices.

19.66 ESCWA will also monitor the socioeconomic consequences of crises, as well as the Israeli occupation of Palestine, and enhance awareness of its negative direct impact on Palestine and its indirect repercussions on the rest of the region. Furthermore, it will support the formulation of resilience strategies that aim to mitigate the impact of crises and the Israeli occupation on human development in Palestine and other countries that are affected directly or indirectly by occupation.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
60/1	2005 World Summit Outcome
61/16	Strengthening of the Economic and Social Council
64/1	High-level United Nations Conference on South-South Cooperation
65/171	Fourth United Nations Conference on the Least Developed Countries
66/210	Role of the United Nations in promoting development in the context of globalization and interdependence
66/216	Women in development
66/223	Towards global partnerships
67/11	Cooperation between the United Nations and the League of Arab States
67/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
67/164	Human rights and extreme poverty
67/171	The right to development
67/220	Follow-up to the United Nations Conference on the Least Developed Countries
67/224	Second United Nations Decade for the Eradication of Poverty (2008-2017)
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
67/227	South-South cooperation
67/264	Cooperation between the United Nations and the Organization of Islamic Cooperation
67/292	Multilingualism

Economic and Social Council resolutions

1818 (LV)	Establishment of an economic commission for Western Asia
1985/69	Amendment of the terms of reference of the Economic Commission for Western Asia: change of name of the Commission
1998/46	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
2005/50	The Damascus Declaration and the role of the Economic and Social Commission for Western Asia in the achievement of the internationally agreed development goals, including those contained in the Millennium Declaration
2008/8	Admission of the Sudan as a member of the Economic and Social Commission for Western Asia
2010/38	The need to harmonize and improve United Nations informatics systems for optimal utilization and accessibility by all States
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2012/1	Admission of Libya, Morocco and Tunisia to membership in the Economic and Social Commission for Western Asia
2012/30	Role of the Economic and Social Council in the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits, in the light of relevant General Assembly resolutions, including resolution 61/16
2013/5	Progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
2013/16	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2013/23	Report of the Committee of Experts on Public Administration on its twelfth session
2013/28	Mainstreaming disability in the development agenda
2013/46	Programme of Action for the Least Developed Countries for the Decade 2011-2020

Economic and Social Commission for Western Asia resolutions

258 (XXIII)	Strengthening technical cooperation in the Economic and Social Commission for Western Asia
263 (XXIII)	Promoting partnership and resource mobilization
286 (XXV)	Gender statistics for equality and empowerment
289 (XXV)	Supporting the comprehensive development effort of Yemen
300 (XXVI)	Adoption of session reports of the subsidiary bodies of the Economic and Social Commission for Western Asia
302 (XXVII)	Requests from Libya, Morocco and Tunisia to become members of the Economic and Social Commission for Western Asia
308 (XXVII)	The regional dimension of development
311 (XXVII)	Adoption of session reports of the subsidiary bodies of the Economic and Social Commission for Western Asia
312 (XXVII)	Evaluation of the work of the Economic and Social Commission for Western Asia

Subprogramme 1
Integrated management of natural resources for sustainable development

General Assembly resolutions

64/292	The human right to water and sanitation
65/160	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
67/11	Cooperation between the United Nations and the League of Arab States
67/174	The right to food
67/203	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
67/209	International Strategy for Disaster Reduction
67/215	Promotion of new and renewable sources of energy
67/228	Agriculture development and food security
67/231	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
67/263	Reliable and stable transit of energy and its role in ensuring sustainable development and international cooperation

67/290	Format and organizational aspects of the high-level forum on sustainable development
67/291	Sanitation for all
68/6	Outcome document of the Special Event to follow up efforts made towards achieving the Millennium Development Goals

Economic and Social Council resolutions

2009/28	The role of the United Nations system in implementing the ministerial declaration on the internationally agreed goals and commitments in regard to sustainable development adopted at the high-level segment of the substantive session of the Economic and Social Council in 2008
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2012/27	Human settlements

Economic and Social Commission for Western Asia resolutions

281 (XXV)	Addressing climate change issues in the Arab region
305 (XXVII)	Sustainable development in the region and follow-up and implementation of the decisions of the Rio+20 Conference

Subprogramme 2
Social development

General Assembly resolutions

64/12	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
64/154	Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
65/170	International migration and development
65/234	Follow-up to the International Conference on Population and Development beyond 2014
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
66/121	Policies and programmes involving youth
66/122	Promoting social integration through social inclusion

66/125	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
67/141	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
67/143	Follow-up to the Second World Assembly on Ageing
67/172	Protection of migrants
67/219	International migration and development
67/230	The role of the United Nations in promoting a new global human order
68/4	Declaration of the High-level Dialogue on International Migration and Development

Economic and Social Council resolutions

2010/12	Promoting social integration
2010/14	Future implementation of the Madrid International Plan of Action on Ageing, 2002

Economic and Social Commission for Western Asia resolutions

295 (XXVI)	Guiding Declaration of the Economic and Social Commission for Western Asia on giving greater attention to Youth Policies: An Opportunity for Development
304 (XXVII)	The role of participation and social justice in achieving sustainable development

Subprogramme 3
Economic development and integration

General Assembly resolutions

64/191	External debt sustainability and development
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
64/255	Improving global road safety

65/10	Sustained, inclusive and equitable economic growth for poverty eradication and achievement of the Millennium Development Goals
66/260	Improving global road safety
67/198	External debt sustainability and development
67/199	Follow-up to the International Conference on Financing for Development
67/230	The role of the United Nations in promoting a new global human order
67/289	The United Nations in global economic governance

Economic and Social Council resolution

2013/44	Follow-up to the International Conference on Financing for Development

Economic and Social Commission for Western Asia resolutions

296 (XXVI)	Enhancing public sector institutions and resources to attain national development goals
303 (XXVII)	Towards enhancing the macroeconomic policy in ESCWA member countries
313 (XXVII)	Frequency of sessions of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development in the Countries of the ESCWA Region

Subprogramme 4
Information and communications technology for regional integration

General Assembly resolutions

60/252	World Summit on Information Society
66/121	Policies and programmes involving youth
66/211	Science and technology for development
67/113	International cooperation in the peaceful uses of outer space
67/195	Information and communications technology for development

Economic and Social Council resolutions

2009/8	Science and technology for development
2010/5	Establishment of the Economic and Social Commission for Western Asia Technology Centre
2013/6	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
2013/9	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society

Economic and Social Commission for Western Asia resolutions

294 (XXVI)	Establishment of the ESCWA technology centre
306 (XXVII)	Development of the Arab Internet Governance Forum process and sustaining efforts in the Arabic domain names field

Subprogramme 5
Statistics for evidence-based policymaking

Economic and Social Council resolutions

2010/38	The need to harmonize and improve United Nations informatics systems for optimal utilization and accessibility by all States
2011/24	Committee of Experts on Global Geospatial Information Management
2013/21	Fundamental Principles of Official Statistics

Economic and Social Commission for Western Asia resolutions

276 (XXIV)	Strengthening statistical capacities in the ESCWA region
283 (XXV)	ESCWA member country compliance with international standards for enhancing national statistical systems
286 (XXV)	Gender statistics for equality and empowerment of women
287 (XXV)	Strengthening statistical capacities for evidence-based policymaking
297 (XXVI)	Arab MDG monitor for societal progress

Subprogramme 6
Advancement of women

General Assembly resolutions

66/128	Violence against women migrant workers
66/129	Improvement of the situation of women in rural areas
66/130	Women and political participation
66/131	Convention on the Elimination of All Forms of Discrimination against Women
66/285	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
67/144	Intensification of efforts to eliminate all forms of violence against women
67/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions

2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2013/17	Situation of and assistance to Palestinian women

Subprogramme 7
Conflict mitigation and development

General Assembly resolutions

67/86	Assistance to the Palestinian people
67/158	The right of the Palestinian people to self-determination
67/229	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan over their natural resources

Economic and Social Council resolutions

2013/8	Economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and the Arab population in the occupied Syrian Golan
2013/23	Report of the Committee of Experts on Public Administration on its twelfth session

Economic and Social Commission for Western Asia resolutions

271 (XXIV)	Strengthening the role of ESCWA in addressing the impact of conflict and instability within the context of social and economic development
282 (XXV)	Mitigating the impact on development of conflict, occupation and instability in ESCWA member countries
292 (XXVI)	Upgrading the Section for Emerging and Conflict-Related Issues to the level of a division and establishing a governmental committee on emerging issues and development in conflict settings
296 (XXVI)	Enhancing public sector institutions and resources to attain national development goals

Security Council resolution

1947 (2010)	Post-conflict peacebuilding

Programme 20
Human rights

Overall orientation

20.1 The overarching objective of the United Nations human rights programme is to promote and protect the effective enjoyment by all of all human rights. Its mandate derives from Articles 1, 13, 55 and 62 of the Charter of the United Nations; the Vienna Declaration and Programme of Action, including its principles and recommendations, adopted by the World Conference on Human Rights and subsequently endorsed by the General Assembly in its resolution 48/121; Assembly resolution 48/141 establishing the post of the United Nations High Commissioner for Human Rights; international human rights instruments adopted by the United Nations; the outcomes of relevant United Nations conferences and summits; and the resolutions and decisions of policymaking bodies, including, in particular, Assembly resolutions 55/2 and 65/1 on the United Nations Millennium Declaration, 57/300 on strengthening of the United Nations: an agenda for further change, 60/1 on the 2005 World Summit Outcome and 60/251 and 65/281 on the Human Rights Council and its review. The Office of the United Nations High Commissioner for Human Rights (OHCHR) will also be guided by international humanitarian law, as applicable.

20.2 The programme is guided by the principles of universality, objectivity, impartiality, indivisibility and non-selectivity in removing obstacles to the full realization of all human rights and in preventing the continuation of human rights violations, including with relevant parties. It undertakes to give practical effect to the will and resolve of the world community, as expressed through the United Nations, including in the Millennium Declaration, the 2005 World Summit Outcome and the 2010 High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, which acknowledged peace and security, development and human rights as interlinked and mutually reinforcing pillars of the United Nations system, providing foundations for collective security and well-being, and recognized that the respect for and promotion and protection of human rights is an integral part of effective work towards achieving the Millennium Development Goals. The United Nations human rights programme has a role in making development equitable, sustainable and responsive to the needs of people and in relation to conflict prevention and resolution.

20.3 The programme falls under the leadership of the High Commissioner for Human Rights, entrusted with the principal responsibility for the human rights activities of the Organization, under the direction and authority of the Secretary-General and within the framework of the overall competence, authority and decisions of the General Assembly and the Human Rights Council. The Office of the United Nations High Commissioner for Human Rights acts as the central supportive structure for the programme.

20.4 Priority will continue to be given to emphasizing the importance of human rights on international and national agendas, combating poverty and countering discrimination on all internationally recognized grounds, including race, sex, language or religion, advancing the rights of children and women, raising awareness of human rights at all levels of education, responding to the needs of the vulnerable for protection and addressing situations of international concern, in particular gross and systematic violations of human rights, as identified by the Human Rights Council and other relevant United Nations organs.

20.5 The continued engagement of OHCHR with countries from all regions is essential to the realization of the programme in the framework of the enhanced partnerships at the national, regional and international levels. Increased support for human rights implementation will continue to be provided to requesting Member States through mutually agreed bilateral frameworks, outlining, inter alia, assistance to national systems of human rights protection, national capacity-building, technical cooperation, human rights education and learning and other relevant activities. The programme will continue to take gender issues fully into account in the development and application of norms and procedures so that violations against women and girls are clearly identified and addressed.

20.6 Strengthened and consolidated organizational support will be provided to the Human Rights Council and its subsidiary bodies and mechanisms, including the universal periodic review, special procedures, the Human Rights Council Advisory Committee and complaint procedure, as well as other relevant United Nations organs. The United Nations treaty bodies, all serviced by OHCHR, will receive strengthened support and advice.

20.7 The programme strategy will be guided by the lessons learned from the biennium 2014-2015, in particular with regard to measurements of achievement that can be implemented realistically by OHCHR.

Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

20.8 The responsibility for implementing the subprogramme lies with the Research and Right to Development Division.

A. Human rights mainstreaming

Objective of the Organization: To advance the promotion and protection of all human rights and to further integrate all human rights into areas of work of the United Nations system, in accordance with the guiding principles of this programme

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Further support for the integration of all human rights into areas of work of the United Nations system, such as economic and social development, humanitarian, peace and security, governance and rule of law programmes and activities	(a) Increased number of United Nations projects and activities that further integrate human rights
(b) Strengthened capacity of the United Nations system to further integrate all human rights into their respective programmes and activities and to assist countries, at their request, in building and strengthening national human rights promotion and protection capacities	(b) Increased number of United Nations activities, projects and programming documents that further integrate human rights

(c) Wider knowledge within the entire United Nations system of relevant human rights issues while taking into account disability and gender-mainstreaming issues	(c) Increased percentage of resident and humanitarian coordinators, special representatives of the Secretary-General a United Nations officials at all levels traine and advised by OHCHR

Strategy

20.9 This part of the subprogramme will continue to play a leadership role in pursuing cooperation within the United Nations system for the integration of human rights into its development, environmental, humanitarian, peace and security, governance, democracy and rule of law programmes and activities, consistent with the existing and respective mandates in these areas, in order to contribute to the full and effective implementation of international human rights instruments by all States, including, upon States' request, through United Nations country teams. The strategy will focus on:

(a) Integrating human rights into United Nations programmes and activities in the development, environmental, humanitarian, peace and security, governance, democracy and rule of law areas, contributing to the promotion and protection of all human rights at all levels;

(b) Strengthening the engagement and partnership, at the international level, of OHCHR with the World Bank, the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and other United Nations agencies, bearing in mind their respective mandates, as well as with civil society, including non-governmental organizations;

(c) Promoting the practical integration of all human rights into development programmes, as well as ensuring consistency and mutual reinforcement between United Nations-supported development activities and country engagement strategies which are jointly agreed upon by the concerned State and OHCHR;

(d) Developing methodologies to facilitate the inclusion of all human rights in United Nations policies, programmes and activities for development, peace and security, the rule of law, governance and humanitarian assistance, and to facilitate, where appropriate, the advancement of the practical applications of rights-based approaches in these policies, programmes and activities;

(e) Contributing to developing the capability of the United Nations system, including the United Nations country teams, through training, advice and methodological tools, to assist requesting States in building and enhancing national capacities to promote and protect all human rights and mainstream human rights into national policies.

B. Right to development

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by contributing to the effective realization of the right to development

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Further integration of the promotion and protection of the right to development in global partnerships for development and, as appropriate, in the policies and operational activities of relevant actors at all levels	(a) Increased number of projects and activities aimed at integrating the right to development, including in global partnerships for development
(b) Further promote and protect the realization of the right to development	(b) Increased number of activities and projects in support of the realization of the right to development
(c) Enhanced awareness, knowledge and understanding of the right to development at all levels	(c) Increased number of activities organized and analytical papers and information materials made available by OHCHR within the United Nations and for global development partners in contribution to increasing knowledge, awareness and understanding of the realization of the right to development

Strategy

20.10 This part of the subprogramme will pursue a multidimensional strategy to support the implementation of the right to development in accordance with the Declaration on the Right to Development, the Vienna Declaration and Programme of Action and other relevant mandates. The strategy will focus on:

(a) Ensuring the realization of the right to development across the human rights programme and by the relevant bodies of the United Nations system through strengthened and effective evaluation and monitoring to that end, and taking into account the need for sustainable development;

(b) Enhancing substantive support to the Human Rights Council and its subsidiary mechanisms related to the right to development, including by fostering support to the Working Group on the Right to Development;

(c) Building stronger partnerships and collaboration with relevant actors, including Member States, multilateral institutions and civil society, including non-governmental organizations and the private sector, so that support given to human rights bodies relevant to the right to development, as well as funds and specialized agencies, will have increased focus on its practical implementation;

(d) Encouraging the promotion and protection of the right to development in global development partnerships, as reflected in Millennium Development Goal 8 (aid, trade and debt reduction), through advocacy, networking, technical advice and the establishment of partnerships and other kinds of cooperation;

(e) Promoting the implementation of the right to development in technical assistance to requesting States and, taking into account a human rights-based approach, in national development strategies, such as poverty reduction strategy papers, where they exist, national Millennium Development Goals strategies and United Nations development frameworks, through close cooperation with Member States and United Nations agencies, funds and programmes;

(f) Identifying obstacles to the implementation of the right to development at the international, regional and national levels and promoting awareness about the content and importance of the right to development, including through increased engagement, research, advocacy and informational and educational activities;

(g) Promoting cooperation at the international and regional levels in mainstreaming the right to development, including by undertaking activities aimed at effectively strengthening the global partnership for development among Member States, development agencies and international development, financial and trade institutions.

C. Research and analysis

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by increasing knowledge, awareness and understanding in accordance with the guiding principles of this programme

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by contributing to combating discrimination and supporting efforts of Member States to that end	(a) Increased number of activities carried out and measures taken to promote and protect the enjoyment by all of all human rights and fundamental freedoms
(b) Strengthened efforts that contribute to the elimination of all forms of racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism	(b) Increased number of measures taken to eliminate all forms of racism, racial discrimination, xenophobia and related intolerance, including contemporary forms of racism
(c) Enhanced contribution of OHCHR to the effective achievement of the Millennium Development Goals	(c) Increased number of activities carried out and measures taken in contribution to the effective achievement of the Millennium Development Goals
(d) Enhanced promotion of knowledge, awareness and understanding of legal protection and advocacy for the full implementation of all human rights, including at the country level and through capacity-building and international cooperation	(d) Increased number of activities carried out and measures taken to enhance the promotion of legal protection and advocacy in implementing all human rights

(e) More effective United Nations assistance to Member States and civil society, media and national human rights institutions, where they exist, at their request, in strengthening the rule of law and national democratic institutions for the promotion and protection of all human rights for all	(e) Increased number of activities and measures taken to strengthen the rule of law and democratic institutions for the promotion and protection of all human rights for all
(f) Enhanced methodological expertise to implement human rights activities and to provide advice and assistance to requesting States, the United Nations system and other stakeholders	(f) Increased number of methodological and operational guidelines and tools developed for the realization of all human rights
(g) Enhanced capacity of OHCHR to provide training and advice to promote human rights compliance with a view to protecting rights holders at the national level	(g) Increased number of advisory and training activities provided by OHCHR and its partners, as appropriate, in relevant substantive areas

Strategy

20.11 This part of the subprogramme will be responsible for enhancing the research and analysis of human rights issues, problems and challenges, and the development and application of expertise on human rights themes and methodologies. It will be responsible for the consolidation, further development and strengthening of substantive human rights expertise to support effective engagement with countries and global and national-level partnerships, and to lead efforts within the United Nations system to meet current human rights challenges. Strengthened expertise will be used to support States' efforts in overcoming human rights implementation gaps and will provide the basis for OHCHR to work on technical cooperation, advocacy, training, policy development, analysis, protection and advice to partners at all levels. The strategy will focus on:

(a) Advocacy for the indivisibility, interdependence and interrelatedness of all human rights by enhancing substantive and methodological expertise; the promotion and protection of all human rights; the development and consolidation of partnerships for strengthening national capacity in the areas of the rule of law, democracy and good governance at all levels; human rights-based approaches to development, counter-terrorism and anti-trafficking measures as well as to the implementation of the Millennium Development Goals and poverty reduction strategies and programmes; the protection of human rights in the context of the fight against terrorism; the protection of human rights in the context of business activities; contributing to the elimination of all forms of discrimination, racism, including its contemporary forms, racial discrimination, xenophobia and related intolerance; and strengthening respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by combating discrimination;

(b) Advancing knowledge, awareness, understanding and the implementation of all human rights, including through research, policy-oriented analysis, support to standard-setting capacity-building, advocacy, best practices and the development of methodologies in the areas of human rights protection, institution-building and education, development and delivery of human rights training activities, including within the framework of the World Programme for Human Rights Education, provision of specialized human rights reference services and improved knowledge management;

(c) Wider inclusion in advisory services and training provided to requesting States of measures to be taken to combat all forms of racism, racial discrimination, xenophobia and related intolerance, including through the effective implementation of all relevant international instruments and standards, and enhancement of research and analysis in this area;

(d) Follow-up to the Durban Declaration and Programme of Action, the Outcome Document of the Durban Review Conference and the political declaration of the High-level Meeting of the General Assembly to commemorate the tenth anniversary of the adoption of the Durban Declaration and Programme of Action.

Subprogramme 2
Supporting human rights treaty bodies

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by providing support and advice to the human rights treaty bodies, ensuring that the guiding principles of this programme are adhered to and increasing the knowledge and awareness of the international human rights treaties and the work of all treaty bodies among national and international actors

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Fully support treaty bodies' work	(a) (i) Increased percentage of documents submitted on time and in compliance with relevant rules and regulations for the issuance of documentation for consideration by treaty bodies (ii) Number of measures taken to strengthen support for treaty bodies and to assist States parties upon agreement to implement treaty body recommendations and concluding observations, to consider their views on individual communications, as well as to promote their follow-up
(b) Support treaty bodies in their efforts to improve and enhance their working methods	(b) Increased number of States parties' reports considered by treaty bodies based on improved working methods
(c) Support States parties, upon request, in the preparation and timely submission of their national reports to the treaty bodies	(c) Number of activities to support States parties, upon request, during the preparation and submission of their reports to the treaty bodies

(d) Enhanced awareness, knowledge and understanding of treaty body outputs	(d) Increased percentage of uses of treaty body outputs
(e) Enhanced cooperation with relevant stakeholders at all levels with respect to the work of treaty bodies in accordance with their working methods and mandates	(e) Increased number of activities carried out and measures taken in cooperation with relevant stakeholders at all levels in accordance with their working methods and mandates

Strategy

20.12 The subprogramme is under the responsibility of the Human Rights Treaties Division. The strategy will include:

(a) Assisting the Committee on the Elimination of Racial Discrimination; the Committee on Economic, Social and Cultural Rights; the Human Rights Committee; the Committee on the Elimination of Discrimination against Women; the Committee against Torture; the Committee on the Rights of the Child; the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families; the Subcommittee on Prevention of Torture; the Committee on the Rights of Persons with Disabilities; and the Committee on Enforced Disappearances in their efforts to make their work more effective;

(b) Fully supporting treaty bodies in their efforts to improve their working methods, including by making their deliberations and decision-making more effective, in order to enhance their efficient and effective functioning;

(c) Drawing on all available in-house resources and expertise to provide support, including analytical capacity, for the review of State reports on the conduct of country visits by human rights treaty bodies, where provided for in the treaty or upon the request of States, and for the processing of individual complaints, in accordance with the guiding principles of this programme;

(d) Enhancing and coordinating in-house efforts more effectively and expanding partnerships with United Nations agencies, non-governmental organizations, national human rights institutions, where they exist, and the media to promote awareness and knowledge, including through new and effective methods of dissemination, such as better use of information and communications technologies, of all international human rights treaties and the work of all treaty bodies;

(e) Promoting the ratification of human rights treaties.

Subprogramme 3
Advisory services, technical cooperation and field activities

Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights through enhanced capacity-building, including through assistance to requesting States, in accordance with the guiding principles of this programme

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of the United Nations to assist any country, at its request, in its efforts to translate its international human rights obligations into effective laws, regulations and policies	(a) Increased number of legislative and policy changes in accordance with relevant international human rights standards and instruments as a result of OHCHR assistance to requesting countries
(b) Enhanced institutional capacity at the national level through engagement with requesting States to meet the challenges to the full realization of all human rights	(b) Increased number of institutions established or strengthened in the field of human rights at the national level through assistance and training provided by OHCHR
(c) Increased outreach in the provision of mutually agreed assistance, including to remote areas in countries from all regions, through advisory services and technical cooperation, to promote and protect all human rights	(c) Increased mutually agreed assistance, including to remote areas in countries from all regions, through advisory services and technical cooperation
(d) Enhanced support of OHCHR to human rights education and awareness-raising, including at the national level, at the request of States	(d) Increased number of institutionalized human rights training and education programmes for all relevant actors introduced at the regional, subregional and national levels, with the support of the United Nations human rights programme
(e) Enhanced capacity of United Nations country teams, peacekeeping operations and peacebuilding activities to assist requesting countries in their efforts to develop national human rights protection systems	(e) Increased number of activities implemented by United Nations country teams and human rights components of United Nations peacekeeping operations and peacebuilding activities in support of national human rights protection systems, in cooperation with requesting countries
(f) Enhanced role of OHCHR in contributing to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights	(f) Increased number of activities undertaken by OHCHR contributing to resolving identified situations of large-scale human rights violations at short notice

(g) Timely and effective assistance to requesting States in the implementation of the recommendations they have agreed to in the universal periodic review process, including through the provision of assistance from the Voluntary Fund for Financial and Technical Assistance for the implementation of the universal periodic review	(g) Increased number of assistance programmes and activities provided to requesting States in the implementation of universal periodic review recommendations

Strategy

20.13 The subprogramme is under the responsibility of the Field Operations and Technical Cooperation Division. The strategy will include:

(a) Providing States and stakeholders at the national level with human rights legal advice, education and training through mutually agreed technical cooperation programmes aimed at strengthening the administration of justice and developing effective national human rights institutions, human rights education programmes and comprehensive national plans of action;

(b) Strengthening cooperation within the United Nations system at the regional and subregional levels for the protection and promotion of human rights, including interaction between OHCHR programmes in the field and relevant United Nations human rights mechanisms;

(c) Strengthening United Nations efforts for peace, security and development by enhancing the capacity of United Nations country teams, peacekeeping operations and peacebuilding activities, and other United Nations field presences to assist countries, at their request, in the development of national human rights protection systems guided, inter alia, by the recommendations of human rights treaty bodies, the Human Rights Council and its subsidiary bodies and mechanisms. This will be achieved through joint activities with the United Nations offices or missions, where they exist, and the deployment of human rights officers and the provision of expert advice from Headquarters and regional and country offices, in accordance with the guiding principles of this programme;

(d) Rapidly deploying human rights observers and fact-finding missions in crisis situations, at the specific request of an affected country or as mandated by the Human Rights Council and other United Nations policymaking bodies;

(e) Assisting the Human Rights Council and its mechanisms, in particular the universal periodic review and special procedures, as well as other United Nations policymaking bodies and treaty bodies, in preparing for and following up on their dialogue with countries in the implementation of their mandates, and ensuring the efficient and effective functioning of the thematic and country-specific special procedures of the Human Rights Council by following human rights developments.

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

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Objective of the Organization: To advance the promotion and protection of the effective enjoyment by all of all human rights by providing strengthened support and advice, while ensuring that the guiding principles of this programme are adhered to, to the Human Rights Council and its subsidiary bodies and mechanisms, including the Advisory Committee, the special procedures, the universal periodic review and the complaint procedure

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Prompt and effective provision of strengthened support and advice to the Human Rights Council and its subsidiary bodies and mechanisms	(a) (i) Increased percentage of documents submitted on time for consideration by the Human Rights Council in compliance with the relevant rules and regulations on the issuance of documentation (ii) Increased percentage of Member States providing feedback as a result of the support provided by the Secretariat
(b) Full support to the universal periodic review mechanism, including timely and effective assistance, as appropriate, to States within the universal periodic review framework	(b) Number of activities for the effective preparation to the universal periodic review
(c) Enhanced support to improve the impact of the work of special procedures through the analysis of gaps in the implementation of international human rights instruments, the promotion of observance for international human rights standards and the provision of timely advice for addressing gross and systematic violations of human rights	(c) (i) Increased number of plans and activities supported by OHCHR in follow-up to reports and recommendations made by the thematic mandate holders (ii) Increased number of responses and feedback from States
(d) Enhanced support to the complaint procedure established to address consistent patterns of gross and reliably attested violations of all human rights and all fundamental freedoms occurring in any part of the world and under any circumstances	(d) (i) Increased percentage of documents submitted on time for consideration (ii) Increased percentage of communications considered by the implementing bodies as a result of timely and effective support by the Secretariat
(e) Enhanced cooperation at all levels with stakeholders who can benefit from and/or contribute to the work of the Human Rights Council and its subsidiary bodies and mechanisms	(e) Increased number of joint activities, including with Governments, civil society organizations, United Nations agencies and programmes and the United Nations human rights machinery, including treaty bodies and policymaking bodies cooperating in the implementation of special procedures' findings and universal periodic review outcomes, in accordance with their respective mandates

Strategy

20.14 The Human Rights Council and Special Procedures Division of OHCHR is responsible for implementing the subprogramme. The strategy will include:

(a) Providing adequate strengthened technical and expert support, while ensuring that the guiding principles of this programme are adhered to, to the Human Rights Council and its subsidiary bodies and mechanisms, including the universal periodic review, the special procedures, the Advisory Committee and the complaint procedure;

(b) Enhancing the effective functioning of the Human Rights Council and its subsidiary bodies and mechanisms, including in their efforts to make their deliberations and decision-making processes more effective;

(c) Strengthening partnerships, including with Governments, civil society organizations, United Nations agencies and programmes and the United Nations human rights machinery, including treaty bodies and cooperating policymaking bodies, in order to support, as appropriate, in accordance with the guiding principles of this programme, follow-up to special procedures, findings and recommendations, and universal periodic review outcomes;

(d) Strengthening internal research and analytical information and education capability in support of the thematic special procedures and the universal periodic review mechanism, with a view to contributing to the enhancement of their effectiveness;

(e) Supporting and providing thematic expertise to fact-finding missions and special procedures mandate holders' country visits, including through enhanced cooperation within OHCHR;

(f) Disseminating knowledge of the conclusions, recommendations and other outcomes of the universal periodic review as well as the findings and methodology of the thematic special procedures, and improving coordination, where appropriate, among mandate holders, as well as between them and other mechanisms of the human rights machinery, in accordance with their respective mandates;

(g) Reinforcing dialogue and cooperation among the thematic special procedures, the universal periodic review mechanism and partners, including Member States, United Nations country teams, national human rights institutions, civil society organizations and the victims themselves;

(h) Strengthening the capacity and role of the OHCHR Documents Processing Unit, acting in close cooperation with the United Nations Office at Geneva, with a view to the more effective coordination and streamlining of OHCHR documentation.

Legislative mandates

General Assembly resolutions

47/135	Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
48/121	World Conference on Human Rights
48/141	High Commissioner for the promotion and protection of all human rights
55/2	United Nations Millennium Declaration
56/266	Comprehensive implementation of and follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
60/1	2005 World Summit Outcome
60/251	Human Rights Council
61/159	Composition of the staff of the Office of the United Nations High Commissioner for Human Rights
61/166	Promotion of equitable and mutually respectful dialogue on human rights
61/295	United Nations Declaration on the Rights of Indigenous Peoples
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations
63/117	Optional Protocol to the International Covenant on Economic, Social and Cultural Rights (subprogrammes 1 and 2)
65/1	Keeping the promise: united to achieve the Millennium Development Goals
65/200	International Convention on the Elimination of All Forms of Racial Discrimination (subprogrammes 1, 2 and 4)
65/281	Review of the Human Rights Council
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding (subprogrammes 1 and 4)
66/3	United against racism, racial discrimination, xenophobia and related intolerance (subprogrammes 1 and 4)

67/1	Declaration of the High-level Meeting of the General Assembly on the Rule of Law at the National and International Levels (subprogrammes 1 and 4)
67/144	Intensification of efforts to eliminate all forms of violence against women (subprogrammes 1 and 4)
67/145	Trafficking in women and girls (subprogrammes 1 and 4)
67/164	Human rights and extreme poverty (subprogrammes 1 and 4)
67/166	Human rights in the administration of justice (subprogrammes 1 and 4)
67/170	Human rights and unilateral coercive measures (subprogrammes 1 and 4)
67/176	Moratorium on the use of the death penalty
68/134	Follow-up to the Second World Assembly on Ageing
68/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (subprogrammes 1, 2 and 4)
68/146	The girl child (subprogrammes 1 and 4)
68/147	Rights of the child (subprogrammes 2 and 4)
68/149	Rights of indigenous peoples (subprogrammes 1 and 4)
68/150	Combating glorification of Nazism and other practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
68/151	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action (subprogrammes 1 and 4)
68/156	Torture and other cruel, inhuman or degrading treatment or punishment (subprogrammes 1 and 4)
68/163	The safety of journalists and the issue of impunity
68/165	Right to the truth
68/166	International Convention for the Protection of All Persons from Enforced Disappearance (subprogrammes 1, 2 and 4)
68/167	The right to privacy in the digital age
68/172	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities (subprogrammes 1 and 4)

68/175	Promotion of a democratic and equitable international order (subprogrammes 1 and 4)
68/176	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity (subprogrammes 1 and 4)
68/177	The right to food (subprogrammes 1 and 4)
68/178	Protection of human rights and fundamental freedoms while countering terrorism (subprogrammes 1 and 4)
68/179	Protection of migrants
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders
68/191	Taking action against gender-related killing of women and girls (subprogrammes 1 and 4)
68/192	Improving the coordination of efforts against trafficking in persons (subprogrammes 1 and 4)
68/237	Proclamation of the International Decade for People of African Descent (subprogramme 1)
68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system (subprogramme 2)

Human Rights Council resolutions and decisions

2/102	Reports and studies of mechanisms and mandates (subprogramme 3)
4/1	Question of the realization in all countries of economic, social and cultural rights (subprogrammes 1 and 4)
4/6	Strengthening of the Office of the United Nations High Commissioner for Human Rights
4/7	Rectification of the legal status of the Committee on Economic, Social and Cultural Rights (subprogrammes 1 and 2)
5/1	Institution-building of the United Nations Human Rights Council
5/2	Code of Conduct for Special Procedures Mandate-holders of the Human Rights Council (subprogrammes 1 and 4)
6/9	Development of public information activities in the field of human rights, including the World Public Information Campaign on Human Rights

6/36	Expert mechanism on the rights of indigenous peoples (subprogrammes 1 and 4)
8/4	The right to education
10/5	Composition of staff of the Office of the United Nations High Commissioner for Human Rights
12/10	Follow-up to the seventh special session of the Human Rights Council on the negative impact of the worsening of the world food crisis on the realization of the right to food for all (subprogrammes 1 and 4)
12/18	The adverse effects of the movement and dumping of toxic and dangerous products and wastes on the enjoyment of human rights (subprogrammes 1 and 4)
12/24	Access to medicine in the context of the right of everyone to the enjoyment of the highest attainable standard of physical and mental health (subprogrammes 1 and 4)
12/28	Follow-up to the tenth special session of the Human Rights Council on the impact of the global economic and financial crises on the universal realization and effective enjoyment of human rights (subprogrammes 1 and 4)
16/1	United Nations Declaration on Human Rights Education and Training (subprogrammes 1 and 4)
16/12	Rights of the child: a holistic approach to the protection and promotion of the rights of children working and/or living on the street (reconsidered at the twenty-fifth session of the Human Rights Council and adopted as resolution 25/6, entitled "Rights of the child: access to justice for children" (to be further reconsidered in 2017))
16/15	Role of international cooperation in support of national efforts for the realization of the rights of persons with disabilities (subprogrammes 1 and 4)
16/21	Review of the work and functioning of the Human Rights Council
17/4	Human rights and transnational corporations and other business enterprises (reconsidered at the twenty-sixth session of the Human Rights Council and adopted as resolution 26/22 (to be further reconsidered in 2017))
17/14	Right of everyone to the enjoyment of the highest attainable standard of physical and mental health in the context of development and access to medicines (subprogrammes 1 and 4)
17/119	Follow-up to Human Rights Council resolution 16/21 with regard to the universal periodic review (subprogrammes 3 and 4)

19/4	Adequate housing as a component of the right to an adequate standard of living in the context of disaster settings (subprogrammes 1 and 4)
19/5	Question of the realization in all countries of economic, social and cultural rights (subprogrammes 1, 2 and 4)
19/7	The right to food (subprogrammes 1 and 4)
19/19	Protection of human rights and fundamental freedoms while countering terrorism (subprogrammes 1 and 4)
19/20	The role of good governance in the promotion and protection of human rights (subprogrammes 1 and 4)
19/23	Forum on Minority Issues (subprogrammes 1 and 4)
19/35	The promotion and protection of human rights in the context of peaceful protests (subprogrammes 1 and 4)
19/37	Rights of the child (subprogrammes 1, 2 and 4)
19/38	The negative impact of the non-repatriation of funds of illicit origin to the countries of origin on the enjoyment of human rights, and the importance of improving international cooperation (subprogrammes 1 and 4)
19/119	Task force on secretariat services, accessibility for persons with disabilities and use of information technology (subprogrammes 1 and 4)
20/3	Human rights of migrants (subprogrammes 1 and 4)
20/4	The right to a nationality: women and children (subprogrammes 1, 2 and 4)
20/7	The right to education: follow-up to Human Rights Council resolution 8/4 (subprogrammes 1 and 4)
20/11	Promotion of the enjoyment of the cultural rights of everyone and respect for cultural diversity (subprogrammes 1 and 4)
21/2	The human right to safe drinking water and sanitation (subprogrammes 1 and 4)
21/5	Contribution of the United Nations system as a whole to the advancement of the business and human rights agenda and the dissemination and implementation of the Guiding Principles on Business and Human Rights
21/7	Right to the truth (subprogrammes 1 and 4)
21/11	Guiding principles on extreme poverty and human rights (subprogrammes 1 and 4)
21/12	Safety of journalists (subprogrammes 1 and 4)

21/15	Human rights and transitional justice (subprogrammes 1 and 4)
21/18	Human rights and issues related to terrorist hostage-taking (subprogrammes 1 and 4)
21/24	Human rights and indigenous peoples (subprogrammes 1 and 4)
21/32	The right to development (subprogrammes 1 and 4)
22/9	The right to food (subprogrammes 1 and 4) (to be reconsidered in 2016)
23/9	The negative impact of corruption on the enjoyment of human rights
23/12	Human rights and international solidarity (reconsidered at the twenty-sixth session of the Human Rights Council and adopted as resolution 26/6 (to be further reconsidered in 2017))
23/25	Accelerating efforts to eliminate all forms of violence against women: preventing and responding to rape and other forms of sexual violence (to be reconsidered in 2016)
24/14	Human rights and unilateral coercive measures (subprogrammes 1 and 4)
24/18	The human right to safe drinking water and sanitation (to be reconsidered in 2016)
24/20	The human rights of older persons (to be reconsidered in 2016)
24/31	Enhancement of technical cooperation and capacity-building in the field of human rights
24/35	Impact of arms transfers on human rights in armed conflicts (subprogrammes 2 and 4)
24/118	Establishment of a special fund for the participation of civil society in the Social Forum, the Forum on Minority Issues and the Forum on Business and Human Rights (subprogrammes 1 and 4)

Resolutions adopted by the Human Rights Council at special sessions

S-7/1	The negative impact of the worsening of the world food crisis on the realization of the right to food for all (subprogrammes 1 and 4)
S-10/1	The impact of the global economic and financial crises on the universal realization and effective enjoyment of human rights (subprogrammes 1 and 4)
S-12/1	The human rights situation in the Occupied Palestinian Territory, including East Jerusalem (subprogrammes 3 and 4)
S-15/1	Situation of human rights in the Libyan Arab Jamahiriya (subprogrammes 3 and 4)

S-16/1	The current human rights situation in the Syrian Arab Republic in the context of recent events (subprogrammes 3 and 4)
S-17/1	Situation of human rights in the Syrian Arab Republic (subprogrammes 3 and 4)
S-18/1	The human rights situation in the Syrian Arab Republic (subprogrammes 3 and 4)
S-19/1	The deteriorating situation of human rights in the Syrian Arab Republic, and the recent killings in El-Houleh (subprogrammes 3 and 4)

Subprogramme 1
Human rights mainstreaming, right to development, and research and analysis

General Assembly resolutions

41/128	Declaration on the Right to Development
46/122	United Nations Voluntary Trust Fund on Contemporary Forms of Slavery
59/113 A and B	World Programme for Human Rights Education
59/174	Second International Decade of the World's Indigenous People
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
60/147	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
62/163	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
64/12	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
64/178	Improving the coordination of efforts against trafficking in persons
64/290	The right to education in emergency situations
65/186	Realizing the Millennium Development Goals for persons with disabilities towards 2015 and beyond
65/224	Combating defamation of religions
65/277	Political Declaration on HIV and AIDS: Intensifying our Efforts to Eliminate HIV and AIDS

66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
66/137	United Nations Declaration on Human Rights Education and Training
66/149	World Down Syndrome Day
66/288	The future we want
66/296	Organization of the high-level plenary meeting of the sixty-ninth session of the General Assembly, to be known as the World Conference on Indigenous Peoples
67/139	Towards a comprehensive and integral international legal instrument to promote and protect the rights and dignity of older persons
67/177	Missing persons
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/116	The rule of law at the national and international levels
68/134	Follow-up to the Second World Assembly on Ageing
68/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
68/153	Universal realization of the right of peoples to self-determination
68/157	The human right to safe drinking water and sanitation
68/158	The right to development
68/159	Human rights and cultural diversity
68/160	Enhancement of international cooperation in the field of human rights
68/168	Globalization and its impact on the full enjoyment of all human rights
68/169	Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion or belief
68/173	Follow-up to the International Year of Human Rights Learning
68/224	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
68/225	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

68/237	Proclamation of the International Decade for People of African Descent
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Economic and Social Council resolutions and decisions

1997/30	Administration of juvenile justice
2005/30	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
2006/4	Sustained economic growth for social development, including the eradication of poverty and hunger
2007/33	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2008/33	Strengthening coordination of the United Nations and other efforts in fighting trafficking in persons
2011/27	Further promotion of equalization of opportunities by, for and with persons with disabilities and mainstreaming disability in the development agenda

Human Rights Council resolutions and decisions

3/103	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive follow-up to the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the effective implementation of the Durban Declaration and Programme of Action
4/5	Globalization and its impact on the full enjoyment of all human rights
6/1	Protection of cultural rights and property in situations of armed conflict
6/6	Promotion of the enjoyment of the cultural rights of everyone and respect for different cultural identities
6/11	Protection of cultural heritage as an important component of the promotion and protection of cultural rights
6/30	Integrating the human rights of women throughout the United Nations system

8/2	Optional Protocol to the International Covenant on Economic, Social and Cultural Rights
8/5	Promotion of a democratic and equitable international order
8/11	Human rights and extreme poverty
9/9	Protection of the human rights of civilians in armed conflict
10/13	Human rights and arbitrary deprivation of nationality
11/4	Promotion of the right of peoples to peace
11/12	Intergovernmental Working Group on the Effective Implementation of the Durban Declaration and Programme of Action
12/6	Human rights of migrants: migration and human rights of the child
12/7	Elimination of discrimination against persons affected by leprosy and their family members
12/17	Elimination of discrimination against women
13/10	Adequate housing as a component of the right to an adequate standard of living, in the context of mega-events
14/12	Accelerating efforts to eliminate all forms of violence against women: ensuring due diligence in prevention
15/5	Forensic genetics and human rights
16/11	Human rights and the environment
16/28	The protection of human rights in the context of human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS)
17/22	Migrants and asylum-seekers fleeing recent events in North Africa
18/2	Preventable maternal mortality and morbidity and human rights
18/15	The incompatibility between democracy and racism
18/22	Human rights and climate change
18/28	Mandate of the Working Group of Experts on People of African Descent (to be reconsidered in 2016)
18/117	Reporting by the Secretary-General on the question of the death penalty
19/11	Rights of persons with disabilities: participation in political and public life
19/36	Human rights, democracy and the rule of law

21/3	Promoting human rights and fundamental freedoms through a better understanding of traditional values of humankind: best practices
21/19	Promotion of the human rights of peasants and other people working in rural areas
21/30	Elaboration of complementary standards to the International Convention on the Elimination of All Forms of Racial Discrimination
22/3	The work and employment of persons with disabilities
22/4	Rights of persons belonging to national or ethnic, religious and linguistic minorities
22/5	Question of the realization in all countries of economic, social and cultural rights
22/7	Birth registration and the right of everyone to recognition everywhere as a person before the law
22/10	The promotion and protection of human rights in the context of peaceful protests
22/11	Panel on the human rights of children of parents sentenced to the death penalty or executed
22/22	Prevention of genocide
22/30	Intergovernmental Working Group on the Effective Implementation of the Durban Declaration and Programme of Action
22/31	Combating intolerance, negative stereotyping and stigmatization of, and discrimination, incitement to violence and violence against, persons based on religion or belief
22/32	Rights of the child: the right of the child to the enjoyment of the highest attainable standard of health
22/33	Open-ended intergovernmental working group to consider the possibility of elaborating an international regulatory framework on the regulation, monitoring and oversight of the activities of private military and security companies
22/34	Education as a tool to prevent racism, racial discrimination, xenophobia and related intolerance
22/117	High-level panel discussion on the question of the death penalty
23/4	The right to education: follow-up to Human Rights Council resolution 8/4
23/5	Trafficking in persons, especially women and children: efforts to combat human trafficking in supply chains of businesses
23/20	Human rights of migrants

24/4	The right to development
24/8	Equal political participation
24/10	Human rights and indigenous peoples
24/11	Preventable mortality and morbidity of children under 5 years of age as a human rights concern
24/12	Human rights in the administration of justice, including juvenile justice
24/15	World Programme for Human Rights Education
24/16	The role of prevention in the promotion and protection of human rights
24/17	Conscientious objection to military service
24/23	Strengthening efforts to prevent and eliminate child, early and forced marriage: challenges, achievements, best practices and implementation gaps
24/25	The Social Forum
24/26	From rhetoric to reality: a global call for concrete action against racism, racial discrimination, xenophobia and related intolerance
24/117	High-level panel on the identification of good practices in combating female genital mutilation

President's statements agreed upon by the Human Rights Council

PRST/22/1	Mainstreaming human rights throughout the United Nations system

Subprogramme 2
Supporting human rights treaty bodies

General Assembly resolutions

2106 A (XX)	International Convention on the Elimination of All Forms of Racial Discrimination
2200 (XXI)	International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights and Optional Protocol to the International Covenant on Civil and Political Rights
34/180	Convention on the Elimination of All Forms of Discrimination against Women
39/46	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
45/158	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families

49/178	Effective implementation of international instruments on human rights, including reporting obligations under international instruments on human rights
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women
54/263	Optional Protocols to the Convention on the Rights of the Child on the involvement of children in armed conflict and on the sale of children, child prostitution and child pornography
61/106	Convention on the Rights of Persons with Disabilities
65/204	Committee against Torture
66/138	Optional Protocol to the Convention on the Rights of the Child on a communications procedure
66/229	Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto
68/138	Convention on the Elimination of All Forms of Discrimination against Women
68/147	Rights of the child
68/155	International Covenants on Human Rights
68/156	Torture and other cruel, inhuman or degrading treatment or punishment
68/161	Promotion of equitable geographical distribution in the membership of the human rights treaty bodies
68/166	International Convention for the Protection of All Persons from Enforced Disappearance
68/268	Strengthening and enhancing the effective functioning of the human rights treaty body system

Human Rights Council resolution

9/8	Effective implementation of international human rights instruments

Subprogramme 3
Advisory services, technical cooperation and field activities

General Assembly resolutions

63/170	Regional arrangements for the promotion and protection of human rights
68/11	The situation in Afghanistan (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/18 (to be further reconsidered in 2015))

68/80	Work of the Special Committee to Investigate Israeli Practices Affecting the Human Rights of the Palestinian People and Other Arabs of the Occupied Territories (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/90 (to be further reconsidered in 2015))
68/81	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and the other occupied Arab territories (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/91 (to be further reconsidered in 2015))
68/82	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and the occupied Syrian Golan (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/92 (to be further reconsidered in 2015))
68/83	Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/93 (to be further reconsidered in 2015))
68/84	The occupied Syrian Golan (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/94 (to be further reconsidered in 2015))
68/171	National institutions for the promotion and protection of human rights
68/174	Subregional Centre for Human Rights and Democracy in Central Africa (to be further reconsidered in 2015)
68/182	Situation of human rights in the Syrian Arab Republic (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/189 (to be further reconsidered in 2015))
68/183	Situation of human rights in the Democratic People's Republic of Korea (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/188 (to be further reconsidered in 2015))
68/184	Situation of human rights in the Islamic Republic of Iran (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/190 (to be further reconsidered in 2015))
68/241	United Nations Human Rights Training and Documentation Centre for South-West Asia and the Arab Region (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/171 (to be further reconsidered in 2015))

68/242	Situation of human rights in Myanmar (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/248 (to be further reconsidered in 2015))

Human Rights Council resolutions and decisions

2/113	Cooperation with the Office of the United Nations High Commissioner for Human Rights: Afghanistan
14/5	The role of prevention in the promotion and protection of human rights
18/117	Reporting by the Secretary-General on the question of the death penalty
22/1	Promoting reconciliation and accountability in Sri Lanka (reconsidered at the twenty-fifth session of the Human Rights Council and adopted as resolution 25/1 (to be further reconsidered in 2015))
22/13	Situation of human rights in the Democratic People's Republic of Korea (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/22 (to be further reconsidered in 2016))
22/14	Situation of human rights in Myanmar (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/23 (to be further reconsidered in 2016))
22/15	Contribution of parliaments to the work of the Human Rights Council and its universal periodic review (reconsidered at the twenty-sixth session of the Human Rights Council and adopted as resolution 26/29)
22/17	Human rights in the occupied Syrian Golan (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/24 (to be further reconsidered in 2016))
22/18	Assistance to the Republic of Mali in the field of human rights (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/31 (to be further reconsidered in 2016))
22/19	Technical assistance for Libya in the field of human rights (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/30 (to be further reconsidered in 2016))
22/23	Situation of human rights in the Islamic Republic of Iran (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/21 (to be further reconsidered in 2016))

22/24	Situation of human rights in the Syrian Arab Republic (to be reconsidered in 2016)
22/25	Follow-up to the report of the United Nations Independent International Fact-Finding Mission on the Gaza Conflict (mandate not renewed)
22/26	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem, and in the occupied Syrian Golan (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/26 (to be further reconsidered in 2016))
22/27	Right of the Palestinian people to self-determination (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/25 (to be further reconsidered in 2016))
22/28	Human rights situation in the Occupied Palestinian Territory, including East Jerusalem (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/27 (to be further reconsidered in 2016))
22/29	Follow-up to the report of the independent international fact-finding mission to investigate the implications of Israeli settlements on the civil, political, economic, social and cultural rights of the Palestinian people throughout the Occupied Palestinian Territory, including East Jerusalem
23/1	The deteriorating situation of human rights in the Syrian Arab Republic, and the recent killings in Al-Qusayr (mandate not renewed)
23/15	Situation of human rights in Belarus (reconsidered at the twenty-sixth session of the Human Rights Council and adopted as resolution 26/25 (to be further reconsidered in 2015))
23/17	National institutions for the promotion and protection of human rights (reconsidered at the twenty-seventh session of the Human Rights Council and adopted as resolution 27/18)
23/19	National policies and human rights (reconsidered at the twenty-seventh session of the Human Rights Council and adopted as resolution 27/26)
23/21	Situation of human rights in Eritrea (reconsidered at the twenty-sixth session of the Human Rights Council and adopted as resolution 26/24 (to be further reconsidered in 2015))
23/22	Technical assistance to Côte d'Ivoire in the field of human rights (reconsidered at the twenty-sixth session of the Human Rights Council and adopted as resolution 26/32 (to be further reconsidered in 2015))

23/23	Strengthening of technical cooperation and consultative services in Guinea (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/33 (to be further reconsidered in 2015))
23/24	Technical assistance and capacity-building for South Sudan in the field of human rights (reconsidered at the twenty-seventh session of the Human Rights Council and adopted as resolution 27/29 (to be further reconsidered in 2015))
23/26	The deterioration of the situation of human rights in the Syrian Arab Republic, and the need to grant immediate access to the commission of inquiry (mandate not renewed)
24/19	Regional arrangements for the promotion and protection of human rights
24/22	The continuing grave deterioration of the human rights and humanitarian situation in the Syrian Arab Republic (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/20 (to be further reconsidered in 2016))
24/27	Technical assistance and capacity-building for human rights in the Democratic Republic of the Congo (reconsidered at the twenty-seventh session of the Human Rights Council and adopted as resolution 27/27 (to be further reconsidered in 2015))
24/28	Technical assistance for the Sudan in the field of human rights (reconsidered at the twenty-seventh session of the Human Rights Council and adopted as resolution 27/29 (to be further reconsidered in 2015))
24/29	Advisory services and technical assistance for Cambodia (to be reconsidered in 2015)
24/30	Assistance to Somalia in the field of human rights (to be reconsidered in 2015)
24/31	Enhancement of technical cooperation and capacity-building in the field of human rights (reconsidered at the twenty-seventh session of the Human Rights Council and adopted as resolution 27/20)
24/32	Technical assistance and capacity-building for Yemen in the field of human rights (reconsidered at the twenty-seventh session of the Human Rights Council and adopted as resolution 27/19 (to be further reconsidered in 2015))
24/33	Technical cooperation for the prevention of attacks against persons with albinism
24/34	Technical assistance to the Central African Republic in the field of human rights (reconsidered at the twenty-seventh session of the Human Rights Council and adopted as resolution 27/28 (to be further reconsidered in 2015))

26/30	Cooperation and assistance to Ukraine in the field of human rights (to be reconsidered in 2015)

President's statements agreed upon by the Human Rights Council

PRST/22/2	Technical assistance and capacity-building in human rights in Haiti (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as President's statement PRST/28/3 (to be further reconsidered in 2016))
PRST/23/1	Situation of human rights in Myanmar as regards Rohingya Muslims in Rakhine State and other Muslims (mandate not renewed)

Subprogramme 4
Supporting the Human Rights Council, its subsidiary bodies and mechanisms

General Assembly resolutions

66/130	Women and political participation
67/168	Extrajudicial, summary or arbitrary executions
68/137	Violence against women migrant workers
68/152	Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/163)
68/157	The human right to safe drinking water and sanitation
68/169	Combating intolerance, negative stereotyping, stigmatization, discrimination, incitement to violence and violence against persons, based on religion or belief (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/174)
68/170	Freedom of religion or belief (reconsidered at the sixty-ninth session of the General Assembly and adopted as resolution 69/175)
68/180	Protection of and assistance to internally displaced persons
68/181	Promotion of the Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms: protecting women human rights defenders
68/192	Improving the coordination of efforts against trafficking in persons

Human Rights Council resolutions and decisions

6/17	Establishment of funds for the universal periodic review mechanism of the Human Rights Council
6/102	Follow-up to Human Rights Council resolution 5/1

11/11	System of special procedures
12/2	Cooperation with the United Nations, its representatives and mechanisms in the field of human rights
16/4	Freedom of opinion and expression: mandate of the Special Rapporteur on the promotion and protection of the right to freedom of opinion and expression (reconsidered at the twenty-fifth session of the Human Rights Council and adopted as resolution 25/2 (to be further reconsidered in 2017))
16/5	Mandate of the Special Rapporteur on the situation of human rights defenders (reconsidered at the twenty-fifth session of the Human Rights Council and adopted as resolution 25/18 (to be further reconsidered in 2017))
16/6	Mandate of the Independent Expert on minority issues (reconsidered at the twenty-fifth session of the Human Rights Council and adopted as resolution 25/5 (to be further reconsidered in 2017))
16/14	Mandate of the Independent Expert on the effects of foreign debt and other related international financial obligations of States on the full enjoyment of all human rights, particularly economic, social and cultural rights (reconsidered at the twenty-fifth session of the Human Rights Council and adopted as resolution 25/16 (to be further reconsidered in 2017))
16/16	Enforced or involuntary disappearances (reconsidered at the twenty-seventh session of the Human Rights Council and adopted as resolution 27/1 (to be further reconsidered in 2017))
16/23	Torture and other cruel, inhuman or degrading treatment or punishment: mandate of the Special Rapporteur (reconsidered at the twenty-fifth session of the Human Rights Council and adopted as resolution 25/13 (to be further reconsidered in 2017))
16/33	Mandate of the Special Rapporteur on contemporary forms of racism, racial discrimination, xenophobia and related intolerance (reconsidered at the twenty-fifth session of the Human Rights Council and adopted as resolution 25/32 (to be further reconsidered in 2017))
17/1	Mandate of the Special Rapporteur on trafficking in persons, especially women and children (reconsidered at the twenty-sixth session of the Human Rights Council and adopted as resolution 26/8 (to be further reconsidered in 2017))
17/2	Mandate of the Special Rapporteur on the independence of judges and lawyers (reconsidered at the twenty-sixth session of the Human Rights Council and adopted as resolution 26/7 (to be further reconsidered in 2017))

17/5	Mandate of the Special Rapporteur on extrajudicial, summary or arbitrary executions (reconsidered at the twenty-sixth session of the Human Rights Council and adopted as resolution 26/12 (to be further reconsidered in 2017))
17/12	Human rights of migrants: mandate of the Special Rapporteur on the human rights of migrants (reconsidered at the twenty-sixth session of the Human Rights Council and adopted as resolution 26/19 (to be further reconsidered in 2017))
17/13	Extreme poverty and human rights (reconsidered at the twenty-sixth session of the Human Rights Council and adopted as resolution 26/3 (to be further reconsidered in 2017))
18/6	Promotion of a democratic and equitable international order (reconsidered at the twenty-seventh session of the Human Rights Council and adopted as resolution 27/9 (to be further considered in 2017))
18/7	Special Rapporteur on the promotion of truth, justice, reparations and guarantees of non-recurrence (reconsidered at the twenty-seventh session of the Human Rights Council and adopted as resolution 27/3 (to be further reconsidered in 2017))
18/11	Mandate of the Special Rapporteur on the human rights obligations related to environmentally sound management and disposal of hazardous substances and wastes (reconsidered at the twenty-seventh session of the Human Rights Council and adopted as resolution 27/23 (to be further reconsidered in 2017))
19/6	Special Rapporteur in the field of cultural rights (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/9 (to be further reconsidered in 2018))
19/10	Human rights and the environment (reconsidered at the twenty-eighth session of the Human Rights Council and adopted as resolution 28/11 (to be further reconsidered in 2018))
19/26	Terms of reference for the Voluntary Technical Assistance Trust Fund to Support the Participation of Least Developed Countries and Small Island Developing States in the Work of the Human Rights Council
20/8	Promotion, protection and enjoyment of human rights on the Internet
20/16	Arbitrary detention
21/8	Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
22/8	Protection of human rights and fundamental freedoms while countering terrorism: mandate of the Special Rapporteur on the promotion and protection of human rights and fundamental freedoms while countering terrorism (to be reconsidered in 2016)

22/16	Promotion and protection of human rights in post-disaster and post-conflict situations
22/20	Freedom of religion or belief (to be reconsidered in 2016)
22/115	Human Rights Council webcast
23/3	Enhancement of international cooperation in the field of human rights
23/7	Elimination of discrimination against women (to be reconsidered in 2016)
23/8	Mandate of the Special Rapporteur on the human rights of internally displaced persons (to be reconsidered in 2016)
23/16	Promotion of the right to peace
24/1	Promoting human rights through sport and the Olympic ideal
24/2	Local government and human rights
24/3	Special Rapporteur on contemporary forms of slavery, including its causes and consequences (to be reconsidered in 2016)
24/5	The rights to freedom of peaceful assembly and of association (to be reconsidered in 2016)
24/6	Right of everyone to the enjoyment of the highest attainable standard of physical and mental health (to be reconsidered in 2016)
24/7	Arbitrary detention (to be reconsidered in 2016)
24/9	Human rights and indigenous peoples: mandate of the Special Rapporteur on the rights of indigenous peoples (to be reconsidered in 2016)
24/13	The use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination (to be reconsidered in 2016)
24/20	The human rights of older persons (to be reconsidered in 2017)
25/17	Adequate housing as a component of the right to an adequate standard of living (to be reconsidered in 2017)
26/17	The right to education: follow-up to Human Rights Council resolution 8/4 (to be reconsidered in 2017)
26/20	Special Rapporteur on the rights of persons with disabilities (to be reconsidered in 2017)
27/21	Human rights and unilateral coercive measures (to be reconsidered in 2017)

28/6	Independent Expert on the enjoyment of human rights of persons with albinism (to be reconsidered in 2018)
28/16	The right to privacy in the digital age (to be reconsidered in 2018)

President's statements agreed upon by the Human Rights Council

PRST/1/1	Entry into force of the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
PRST/6/2	The twentieth anniversary of the entry into force of the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
PRST/8/1	Modalities and practices for the universal periodic review process
PRST/9/2	Follow-up to President's statement 8/1
PRST/15/2	President's statement
PRST/18/2	Statement by the President
PRST/19/1	Statement by the President
PRST/20/1	Reports of the Working Group on the Universal Periodic Review

Programme 21

International protection, durable solutions and assistance to refugees

Overall orientation

21.1 The overall objective of the programme is to ensure international protection to refugees and others of concern to the Office of the United Nations High Commissioner for Refugees (UNHCR), and to seek permanent solutions to their problems in cooperation with States and other organizations, including through the provision of humanitarian assistance.

21.2 The mandate for the programme is contained in General Assembly resolution 319 A (IV), by which the Assembly established UNHCR as from 1 January 1951, and resolution 428 (V), which sets out the statute of the Office. The Assembly has also called upon the High Commissioner to ensure that refugees returning voluntarily to their countries of origin ("returnees") receive assistance to help sustainable reintegration, as well as to monitor their safety and well-being upon return. UNHCR has also been mandated to address the situation of stateless persons in accordance with the Convention relating to the Status of Stateless Persons (1954) and the Convention on the Reduction of Statelessness (1961). UNHCR provides humanitarian assistance and protection to internally displaced persons, working in cooperation with the United Nations Emergency Relief Coordinator or at a specific request of the Secretary-General and with the consent of the State concerned. In its work for internally displaced persons and as part of the collaborative response of the United Nations system to internal displacement, UNHCR has been given special lead or co-lead responsibility for protection, emergency shelter and camp management/coordination cluster areas.

21.3 The basic provisions of the UNHCR statute were built upon by the Assembly in its resolution 832 (IX). Through the adoption by the Assembly of its resolution 58/153 on implementing actions, UNHCR was given a renewed mandate to address the challenge of forced displacement through a mission based on a spirit of solidarity, responsibility and burden-sharing, with an abiding commitment to make the Office a truly multilateral institution.

21.4 The international legal basis for the protection of refugees finds its principal expression in the 1951 Convention and the 1967 Protocol relating to the Status of Refugees and is supplemented by regional instruments, such as the 1969 Organization of African Unity Convention governing the specific aspects of refugee problems in Africa (OAU Convention) and the 1984 Cartagena Declaration on Refugees. The international legal basis for addressing the situation of stateless persons stems from the 1954 and 1961 Conventions. In addition, other international human rights instruments, such as the 1989 Convention on the Rights of the Child, are relevant in providing international protection to refugees, stateless persons, internally displaced persons, returnees and others of concern.

21.5 The overall strategy for the period 2016-2017 will cover a range of activities that UNHCR will undertake in cooperation with States and various organizations. It will be guided by the UNHCR global strategic priorities and incorporate concerted responses to the challenges met by the Office in the previous biennium, including urban and out-of-camp populations, large-scale refugee emergencies, linkages with development actors regarding asylum-migration nexus issues and coordinated response to the problems faced by internally displaced persons. It will also be guided by pledges that States made to improve the protection of refugees and stateless persons during the event commemorating the anniversaries of the 1951 Convention relating to the Status of Refugees and the 1961 Convention on the Reduction of Statelessness held in 2011.

21.6 Notable among the activities to be implemented for the period 2016-2017 are the following:

(a) Pursuing comprehensive strategies, in cooperation with States and organizations, for achieving durable solutions for refugees and others of concern, while promoting effective protection of displaced persons;

(b) Strengthening the legal regime for international protection, including through the promotion of accessions to international and regional instruments relating to the status of refugees or otherwise benefiting refugees, the effective implementation of refugee rights, and the promotion and dissemination of refugee law and protection principles;

(c) Enhancing and reinforcing host country capacities to provide asylum and protection;

(d) Ensuring that UNHCR fully participates in and supports the strengthened collaborative response of the United Nations to situations of internal displacement;

(e) Continuing to develop contingency planning, emergency preparedness and response capabilities, in coordination with other organizations, so as to respond effectively and efficiently to situations of forced displacement;

(f) Promoting gender equality and empowerment of women and ensuring that UNHCR and its partners mainstream into all aspects of programme delivery full consideration of the rights of persons of concern, as well as the particular needs and capacities, ascertained through participatory assessments, of refugee women and children, elderly refugees, refugees with disabilities and other persons with specific needs;

(g) Ensuring the security of refugee camps, settlements and areas of return, as well as their civilian and humanitarian character, and exploring further concrete ways of enhancing the safety and security of UNHCR staff and other humanitarian workers working with refugees and returnees. In this regard, due consideration should be given to the obligation of United Nations officials to observe fully both the laws and regulations of Member States and their duties and responsibilities to the Organization;

(h) Systematically following up on relevant recommendations in the plans of action emanating from international conferences and involving other humanitarian and development organizations, in the provision of assistance to persons of concern to UNHCR, as well as in the search for durable solutions;

(i) Advocating for the prevention and reduction of statelessness as well as the protection of stateless persons by promoting the accession by States to the relevant international instruments and working with States to facilitate the acquisition or reacquisition of nationality by stateless persons, or its confirmation.

21.7 The programme is under the intergovernmental guidance of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees, in accordance with its terms of reference, as adopted by the General Assembly in its resolution 1166 (XII). In its resolution 672 (XXV), the Economic and Social Council established the Executive Committee of the High Commissioner's Programme, which came into existence on 1 January 1959. Reaffirming the terms of reference laid down by the General Assembly, the Council decided that the Executive Committee, being entrusted with the terms of reference set forth in General Assembly resolution 1166 (XII), should:

(a) determine the general policies under which the High Commissioner should plan, develop and administer the programmes and projects required to help solve the problems referred to in its resolution 1166 (XII);

(b) review at least annually the use of funds made available to the High Commissioner and the programmes and projects being proposed or carried out by the Office of the High Commissioner; and

(c) have authority to make changes in and give final approval for the use of funds and the programmes and projects referred to in subparagraphs (a) and (b) above.

21.8 Although established by the Economic and Social Council, which elects its members, the Executive Committee functions as a subsidiary organ of the General Assembly and is the key advisory body of UNHCR. The annual cycle of meetings of the Executive Committee consists of one annual plenary session and a number of intersessional meetings of the Standing Committee. Reports on the sessions of the Executive Committee are submitted to the General Assembly as addenda to the reports of the High Commissioner. The High Commissioner, who is elected by the General Assembly on the nomination of the Secretary-General, provides the overall direction, supervision and management of the activities under this programme. The functions of the High Commissioner are set out in the annex to the statute of UNHCR. The High Commissioner is assisted by a Deputy High Commissioner and by two Assistant High Commissioners, for Protection and for Operations, respectively.

Objective of the Organization: To ensure international protection to refugees and other persons of concern to the Office of the United Nations High Commissioner for Refugees, and to achieve durable solutions to their problems in cooperation with States and other organizations, including through the provision of humanitarian assistance

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved overall protection environment for refugees and others of concern	(a) (i) Increased number of ratifications/ accessions to the 1954 and 1961 Conventions related to Statelessness
	(ii) Increased number of ratifications/ accessions to the 2009 Convention for the Protection of and Assistance to Internally Displaced Persons in Africa

	(iii) Increased participation of government and partner staff in learning activities concerning international protection standards
(b) Refugees and others of concern are treated fairly and efficiently when seeking protection, and receive adequate documentation	(b) (i) Increased percentage of refugees and asylum seekers who are registered on an individual basis (ii) Increased percentage of refugees and others of concern who receive individual identity and civil documentation
(c) Increased safety from violence and exploitation for refugees and others of concern, especially women and children	(c) (i) Increased number of UNHCR operations in which support to survivors of violence, including sexual and gender-based violence, has improved (ii) Increased percentage of unaccompanied and separated children for whom a "best interests" process has been initiated
(d) The basic needs of refugees and others of concern are met and essential services are provided without discrimination and with specific consideration to age, gender and physical condition	(d) (i) Increased number of camps where global acute malnutrition levels meet acceptable standards (ii) Increased percentage of households of refugees and others of concern with adequate dwellings (iii) Increased number of camps where the mortality rate of children of concern under 5 years of age meets acceptable standards (iv) Increased percentage of refugee children aged 6 to 13 enrolled in primary education
(e) Refugees and others of concern, both men and women, participate equally within their communities and their self-reliance is promoted	(e) (i) Increased number of sites where management structures have 50 per cent active female participation (ii) Increased number of UNHCR operations implementing comprehensive strategies to promote the self-reliance of refugees and others of concern

(f) Progress in finding durable solutions for refugees supported by sustained international cooperation	(f) (i) Increased number of countries where refugees and others of concern benefit from joint programming on durable solutions between UNHCR and other agencies
	(ii) Increased percentage of persons who have departed for resettlement among those whose applications have been submitted
	(iii) Increased percentage of UNHCR operations supporting national authorities with the local integration of refugees
	(iv) Voluntary repatriation of refugees and their sustainable reintegration in the country of origin
(g) Strengthened partnership and emergency-response capacity to meet the needs of refugees and persons of concern	(g) (i) Maintained percentage of UNHCR budget implemented through partners
	(ii) Increased percentage of emergencies in which first delivery of protection and relief takes place within three days of the onset of an emergency
	(iii) Increased number of appropriately trained staff (including partners) deployed to emergencies

Strategy

21.9 The implementation of the programme falls under the overall responsibility of: the Regional Bureaux of UNHCR; the Division of International Protection; the Division of Programme Support and Management; the Division of Emergency, Security and Supply; and the Division of Financial and Administrative Management. The Office will continue to strive to improve accountability, financial and programme control as well as risk management.

21.10 Further accessions to the 1951 Convention and 1967 Protocol relating to the Status of Refugees, as well as to the 1954 Convention relating to the Status of Stateless Persons and 1961 Convention on the Reduction of Statelessness will be promoted. Monitoring of the observance by States of international legal standards for the treatment of refugees, especially the fundamental principles of access to asylum and non-refoulement, will contribute to ensuring the effective implementation of refugee rights by the States concerned. This will involve promoting the establishment by States of fair and efficient procedures for the determination of refugee status as well as ensuring that all persons seeking international protection are granted access to those procedures and mechanisms. Continued attention will be given specifically to age, gender and diversity sensitivities in States' asylum systems and procedures. The Office will deliver appropriate training and capacity-building services, and enhance expertise to determine refugee status. UNHCR will work with Governments to raise awareness that gender-related forms of persecution may be grounds for refugee status.

21.11 The Office will continue to encourage States to ensure the protection of refugees and others of concern within broader migration movements. UNHCR will continue to be involved in the search for solutions for those rescued at sea or found as stowaways, and who are in need of international protection.

21.12 The promotion and dissemination of refugee law and protection principles, particularly through training, in cooperation with governmental officials, non-governmental organizations, academic institutions and other relevant organizations, will be another means of achieving the stated objective. To strengthen international refugee protection, UNHCR will continue to build partnerships and promote collaboration on refugee protection with a wide range of actors, especially from civil society. Protection of internally displaced persons will be based on criteria enumerated in the relevant resolutions of the General Assembly and in close collaboration with other concerned entities and agencies.

21.13 UNHCR will strive to ensure the optimal alignment of its operational resources with the needs of refugees and others of concern. The Office continues to build upon the positive results of comprehensive and participatory approaches to planning in order to ensure that the needs and capacities of men, women and children of concern form the foundation of programme design. This will include the use of standards and indicators across the full spectrum of the work of the Office as a means of identifying protection and assistance gaps and of channelling resources to ensure that acceptable standards are met in critical situations. Tools for recording operational data, including demographic, registration and profiling information, situational analysis and planning will be further systematized.

21.14 The Office will build upon the outcomes of its public health strategic plans for 2014-2018 for HIV and AIDS, malaria control, nutrition and food security, reproductive health and water and sanitation to ensure that prevention, care and treatment policies and programmes meet international standards. It will use monitoring standards in other key areas, including through the introduction of a water, sanitation and hygiene monitoring system. The UNHCR shelter strategy will be rolled out to raise the quality of emergency and transitional shelter, including through the development of innovative, cost-effective, light and manageable alternatives to tents. UNHCR will carry on giving priority to continued development of innovative, cost-effective and manageable alternatives in shelter responses, as well as environmental-conservation and sustainable-resource management in its programmes. When delivering its services, special focus will be given to the specificities of the urban and out-of-camp populations.

21.15 Finding durable solutions for millions of refugees and internally displaced persons will be central to the programme of work. UNHCR will work with Member States to raise awareness about the dramatic reality of refugees, which requires urgent and durable solutions. The Office will seek opportunities to resolve complex and protracted displacement situations that require comprehensive, and often regional, approaches through voluntary return, and, where appropriate and feasible, through local integration and resettlement. UNHCR will also work with partners to ensure that durable solutions to displacement form part of broader development and peacebuilding agendas. To foster the self-reliance of populations pending solutions, UNHCR will increase interventions to improve livelihoods, including vocational and skills training; support for agriculture, livestock and fisheries; and access to financial services or microfinance.

21.16 Effective operational and strategic partnerships will remain a priority for the Office, as a means of enhancing protection, increasing efficiency and strengthening local capacities for response. The Office will continue to promote the implementation of its programmes through partners, with special emphasis on supporting national partners. It will also further strengthen its information-management, coordination and support capacities to facilitate a more predictable and accountable inter-agency engagement.

21.17 The Office will continue to strengthen its emergency preparedness and response capacity, including through strong emergency management and the coordination role of the Division of Emergency, Security and Supply. The focus for the period 2016-2017 will be to continue to strengthen senior leadership capacity for emergency operations and the speed and efficiency of the UNHCR delivery of assistance, and to provide analytical security advice that enables operations even in areas where residual risks remain. UNHCR will continue to expand strategic partnerships in order to broaden the capacity and networks of expertise with which to respond to emergencies. UNHCR will build on and, where appropriate, improve its emergency and security policies, tools, and capacity-building initiatives and training to ensure that its staff and partners are as well equipped as possible.

Legislative mandates

Conventions and conference declarations

Convention relating to the Status of Refugees (1951) and its Protocol (1967)

Convention relating to the Status of Stateless Persons (1954)

Convention on the Reduction of Statelessness (1961)

Organization of African Unity Convention governing the specific aspects of refugee problems in Africa (1969)

Cartagena Declaration on Refugees (1984)

Convention on the Rights of the Child (General Assembly resolution 44/25) (1989)

San José Declaration on Refugees and Displaced Persons (1994)

African Union Convention for the Protection of and Assistance to Internally Displaced Persons in Africa (2009)

General Assembly resolutions

319 A (IV)	Refugees and stateless persons
428 (V)	Statute of the Office of the United Nations High Commissioner for Refugees
538 B (VI)	Assistance to and protection of refugees

1166 (XII)	International assistance to refugees within the mandate of the United Nations High Commissioner for Refugees
50/152	Office of the United Nations High Commissioner for Refugees
58/153	Implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate
68/141	Office of the United Nations High Commissioner for Refugees
68/142	Enlargement of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees
68/143	Assistance to refugees, returnees and displaced persons in Africa
68/180	Protection of and assistance to internally displaced persons

Executive Committee

A/AC.96/965/Add.1	Agenda for Protection

Programme 22

Palestine refugees

Overall orientation

22.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) was established within the United Nations system as a subsidiary organ of the General Assembly by the Assembly in resolution 302 (IV), from which the Agency derives its mandate to provide assistance to Palestine refugees. Since starting operations in 1950, UNRWA has adapted and enhanced its programmes to meet the increasingly complex needs of Palestine refugees and to provide them with a measure of protection and stability amid chronic conflict in the region, within available resources. It stands ready to continue to do so during the biennium 2016-2017 in accordance with the triennial mandate that it receives from the Assembly.

22.2 UNRWA reports directly to the General Assembly. Overall advice and support regarding Agency programmes and activities are provided to the Commissioner-General by the 28-delegation Advisory Commission, which includes representatives of the Agency's major donors and host Governments. In its resolution 3331 B (XXIX), the Assembly decided that, with effect from 1 January 1975, the expenses for salaries of international staff in the service of UNRWA which would otherwise be a charge on voluntary contributions should be financed by the regular budget of the United Nations for the duration of the Agency's mandate.

22.3 The mission of UNRWA is to help Palestine refugees achieve their full potential in human development under the difficult circumstances in which they live, consistent with internationally agreed goals and standards. In line with this mission, as part of its medium-term strategy for the period 2016-2021, the Agency will continue to address four human development goals: a long and healthy life, acquired knowledge and skills, a decent standard of living, and human rights enjoyed to the fullest, focusing on two particularly acute but related needs: a lack of enjoyment of human rights and transecting the intergenerational transmission of poverty. Progress towards those goals will drive UNRWA operations during the biennium 2016-2017.

22.4 Under the four goals, UNRWA aims to obtain its objectives by maintaining and improving the provision of education and health services, relief and social support, microfinance services, infrastructure and camp improvement within refugee camps, and protection, for the benefit of registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip, a population that is projected to reach 5.7 million by 2016.

22.5 The Agency also provides emergency assistance to more than 1.3 million Palestine refugees in acute distress within its areas of operations, as a result of armed conflict in the occupied Palestinian territory and in neighbouring countries, humanitarian access restrictions and prolonged economic hardship in the occupied Palestinian territory and Lebanon. UNRWA will continue to provide such services, as necessary, as well as, on an exceptional and temporary basis, services to non-refugees currently displaced and in serious need of continued assistance, as mandated by the General Assembly in resolution 2252 (ES-V) and, most recently, in resolution 68/77.

22.6 UNRWA will also continue its efforts to mainstream protection and a gender perspective into its activities, including with a view to meeting the needs of Palestine refugee children, persons with disabilities, youth and other vulnerable groups and to further developing its protection, programming, operation and advocacy responses. These efforts will bring the Agency closer to fulfilling its obligations under relevant resolutions of the General Assembly, including paragraph 13 of resolution 67/78, the Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of the Child, the Convention on the Rights of Persons with Disabilities and other applicable international instruments.

22.7 UNRWA is almost entirely dependent on voluntary funding to implement its programmes. It has contended with chronic funding shortfalls and acute funding uncertainties induced by economic and political volatility. The Agency will continue to seek the additional resources that it needs to sustain and improve the quality of the services it provides to refugees, while maintaining cost-conscious management and the operational flexibility required to respond to unforeseen disruptions to lives and livelihoods in Palestine refugee communities.

Subprogramme 1
A long and healthy life

Objective of the Organization: To protect, preserve and promote the health status of Palestine refugees

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Universal access to quality, comprehensive primary health care	(a) Increased access to comprehensive primary health-care services, including medication
(b) Protection and promotion of family health	(b) Percentage of women attending at least four antenatal care visits maintained
(c) Prevention and control of diseases	(c) (i) Immunization coverage rate against vaccine-preventable diseases maintained
	(ii) Percentage of shelters connected to the public water network maintained
	(iii) Increase in the percentage of shelters connected to the public sewerage network

Strategy

22.8 The strategy in attaining the objective includes:

(a) Fully implementing the Family Health Team approach for the provision of comprehensive primary health-care services;

(b) Maintaining the quality and efficiency of primary health-care services to meet international standards in accordance with guidelines of the World Health Organization and the post-2015 development framework (after its adoption by the

General Assembly), with an emphasis on preventing chronic diseases to meet the evolving needs of refugees;

(c) Expanding strategic partnerships to maintain the provision of and access to health services, particularly for those with specific health-care needs;

(d) Integrating a gender-responsive approach into services to increase access to vulnerable groups and those with specific health-care needs;

(e) Sustaining acceptable environmental conditions in refugee camps through immunization programmes, disease surveillance and response, and the maintenance of water and sewerage networks, either directly or in collaboration with municipal partners. This will be achieved through prevention and maintenance, namely, immunization against vaccine-preventable diseases, disease surveillance, outbreak investigation and tuberculosis control, and the operation and maintenance of water and sanitation networks, either directly or in collaboration with municipal partners.

Subprogramme 2
Acquired knowledge and skills

Objective of the Organization: To meet the basic educational needs of Palestine refugees, in particular children and youth, and to improve their educational opportunities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Universal access to basic education	(a) (i) Reduced dropout rate of pupils in the elementary education cycle
	(ii) Reduced dropout rate of pupils in the preparatory education cycle
(b) Improved educational quality and outcomes against set standards	(b) Increase in the mean score obtained by students in the monitoring of learning achievement tests

Strategy

22.9 The strategy in attaining the objective includes:

(a) Ensuring continued universal access to quality basic education, including the maintenance of full gender parity;

(b) Fully implementing the UNRWA education reform strategy at three levels:

- Policy: establish an enabling environment for a quality, efficient, effective and equitable education programme
- Organizational: establish strategies and structures to realize policies
- Individual: build the capacity of education staff towards ensuring quality education for all children

(c) Strengthening research towards evidence-based policymaking and decision-making;

(d) Fostering working relationships with host ministries of education and harnessing the potential of a range of diverse partners to enhance service delivery.

Subprogramme 3
A decent standard of living

Objective of the Organization: To improve the standard of living of Palestine refugees through services provided to the poor and vulnerable

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduced poverty among the poorest Palestine refugees	(a) Increased percentage of abject poor among the beneficiaries of the UNRWA social safety net programme
(b) Sustained access to employment for Palestine refugees	(b) Female and male employment rates for graduates within 12 months of graduation maintained
(c) Substandard camp infrastructure and accommodation upgraded	(c) Increased number of refugee families living in rehabilitated shelters
(d) Inclusive financial services and access to credit and savings facilities are increased	(d) (i) Increase in the value of loans disbursed (ii) Increase in the number of loans disbursed

Strategy

22.10 The strategy in attaining the objective includes:

(a) Employing a multi-dimensional poverty-based approach to improve the targeting and coverage of services to help the poorest refugees meet their basic needs;

(b) Strengthening partnerships and improving the internal coordination of the social safety net and emergency programmes;

(c) Building inclusive self-sufficient financial systems that serve the most vulnerable by broadening the microfinance outreach and diversifying the product range;

(d) Helping refugees, especially vulnerable groups, gain access to productive and decent jobs through improved vocational and technical training that better meets labour market demands;

(e) Rehabilitating critically substandard shelters, targeting the most vulnerable refugees as a priority, and bringing the worst shelters up to minimum standards.

Subprogramme 4
Human rights enjoyed to the fullest

Objective of the Organization: To safeguard and advance the rights of Palestine refugees

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Increased awareness and respect for the rights of the Palestine refugees	(a) Increased percentage of UNRWA written interventions on rights issues that received positive responses from the authorities
(b) Rights, safety and dignity of Palestine refugees promoted and protected	(b) Strengthened degree of mainstreaming of UNRWA protection standards in service delivery
(c) Palestine refugee status and eligibility to UNRWA services protected	(c) Percentage of new inscriptions meeting UNRWA standards maintained

Strategy

22.11 The strategy in attaining the objective includes:

(a) Integrating gender- and rights-based activities into interventions through mainstreaming and initiatives targeted at women, children, persons with disabilities, youth and other vulnerable groups;

(b) Systematically addressing specific rights violations with relevant authorities, as appropriate;

(c) Bilateral and multilateral advocacy on behalf of Palestine refugees and for compliance with relevant aspects of international law;

(d) Systematic tracking of and follow-up on protection cases referred to the Agency, directly or through referrals to partners;

(e) Implementing human rights policy and teacher training to strengthen teaching and learning in UNRWA schools;

(f) Implementing the Agency protection policy and standards throughout programming and service delivery;

(g) Ensuring that UNRWA policies setting out standards for processing registration uphold international standards.

Legislative mandates

General Assembly resolutions

302 (IV)	Assistance to Palestine refugees
2252 (ES-V)	Humanitarian assistance
2656 (XXV)	Establishment of the Working Group on the Financing of the United Nations Relief and Works Agency for Palestine Refugees in the Near East
3331 (XXIX) B	United Nations Relief and Works Agency for Palestine Refugees in the Near East
68/76	Assistance to Palestine refugees
68/77	Persons displaced as a result of the June 1967 and subsequent hostilities
68/78	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East

Programme 23
Humanitarian assistance

Overall orientation

23.1 The overall purpose of the programme is to ensure the timely, coherent and coordinated and principled response of the international community to disasters and emergencies and to facilitate the transition from emergency relief to rehabilitation and sustainable development. The legislative authority and mandate for the programme are derived from General Assembly resolution 46/182, in which the Assembly set out the guiding principles of humanitarian response and which reinforced earlier decisions and resolutions adopted by the Assembly and by the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and other humanitarian emergencies. This mandate has been confirmed and broadened through the normative developments of resolution 46/182 over the past 20 years.

23.2 The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of the programme and the achievement of its objectives. The strategy for implementing the programme revolves around the following: the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in humanitarian emergencies; the mobilization of United Nations capacity to expedite the provision of international humanitarian assistance; the strengthening of climate change adaptation, sustainable development and environmental policies and practices to reduce risks of disasters; advocacy on humanitarian issues; and the availability of timely information on emergencies and natural disasters. The principal responsibility for implementation of disaster risk reduction activities resides with the inter-agency secretariat of the International Strategy for Disaster Reduction. The Office for the Coordination of Humanitarian Affairs works closely with entities in the United Nations system to aid the transition from relief to rehabilitation and development. The Office also advocates for and contributes to stronger preparedness for more timely humanitarian assistance to emergencies through regional cooperation in accordance with its mandate.

23.3 To accomplish its mission, the Office for the Coordination of Humanitarian Affairs is committed to working towards greater gender equality. In line with Economic and Social Council resolution 2013/16, the Office will implement an accountability framework for gender equality to enhance and accelerate gender mainstreaming. The Office also ensures that a gender perspective is fully integrated into humanitarian activities and policies through tools such as the gender toolkit, the Inter-Agency Standing Committee Gender Handbook in Humanitarian Action and the Gender Standby Capacity (GenCap) project roster and advisers.

Subprogramme 1
Policy and analysis

Objective of the Organization: To improve the strategic and operational coherence of humanitarian response

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Decisions of Inter-Agency Standing Committee members and other partners are informed by humanitarian policy analysis and dialogue	(a) (i) Increased number of humanitarian policy priorities in the report of the Secretary-General on strengthening coordination that are discussed by Member States in the annual Economic and Social Council and General Assembly humanitarian resolution negotiations (ii) Increased number of recommendations arising from humanitarian policy and programmatic studies and reports implemented
(b) Improved operational planning, monitoring and accountability of the Office for the Coordination of Humanitarian Affairs during disasters and emergency situations, including the transitional phase from relief to sustainable development	(b) Percentage of inter-agency evaluation recommendations implemented by humanitarian agencies
(c) Improved capacity of United Nations coordinators for the protection of civilians	(c) Number of resident coordinators and humanitarian coordinators trained in the application of guidelines for the protection of civilians

Strategy

23.4 Substantive responsibility for the subprogramme is vested in the Policy Development and Studies Branch in New York.

23.5 The Policy Development and Studies Branch in New York will continue to identify emerging humanitarian trends and challenges, building harmonized policy positions among humanitarian agencies based on international humanitarian law, human rights and the guiding principles contained in the annex to General Assembly resolution 46/182.

23.6 The Policy Development and Studies Branch will support the intergovernmental process on humanitarian issues, including by providing policy analysis on humanitarian issues and providing policy advice to country and regional offices of the Office for the Coordination of Humanitarian Affairs and the broader humanitarian system, taking into account the specific needs of the affected population, recognizing that giving appropriate consideration to, inter alia, gender, age and disability is part of a comprehensive and effective humanitarian response.

The Policy Development and Studies Branch in New York will lead the development of inter-agency policies, guidance and analytical tools, as well as policy development with other partners, for delivery against humanitarian needs. In this regard, the Policy Development and Studies Branch will carry out policy analysis of emerging global challenges and trends, provide analytical publications providing recommendations for strengthened humanitarian action, hold high-level policy forums and brief humanitarian stakeholders on humanitarian issues. It will also continue to work to ensure progress in mainstreaming a gender perspective into humanitarian assistance, and to preserve the operational space for principled humanitarian action, consistent with the 2006 note from the Secretary-General on guidance on integrated missions. The Policy Development and Studies Branch will continue to develop aides-memoires and analytical tools for political actors, such as Member States and peacekeepers, to use during crisis management to help ensure consideration of key humanitarian concerns. In addition, the Policy Development and Studies Branch will contribute to the development of training programmes and standard operating procedures to ensure that staff and other actors in emergencies are aware of key humanitarian policies, methodologies and processes and are able to apply them flexibly and appropriately in varied contexts. The Policy Development and Studies Branch will identify best practice and innovative concepts that should be disseminated widely to inform and guide policy, operational decisions and crisis management.

23.7 Moreover, the Policy Development and Studies Branch will support and promote the efforts of Governments of affected countries, upon their request, and those of other agencies, with the approval of the Government concerned, to assist and protect internally displaced persons. Support will be given for the establishment of effective planning capacity for the management of the transition from relief to reconstruction and development. In addition, efforts will be made to ensure that lessons learned from past experience are applied to the strengthening of future humanitarian assistance activities. Regular briefings will be conducted with Member States on these activities.

Subprogramme 2
Coordination of humanitarian action and emergency response

Objective of the Organization: To ensure a coherent, effective and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely and principled decision-making underpinned by empowered, competent and experienced inter-agency professionals	(a) (i) Increased percentage of humanitarian coordinators filled by members of the inter-agency humanitarian coordinator pool
	(ii) Increased percentage of humanitarian country teams that present priority needs and objectives through an agreed upon strategic response plan

(b) Increased donor funding for humanitarian action	(b) (i) Increased number of Member States contributing to inter-agency response and pooled funding mechanisms (ii) Increased percentage of strategic response plan's funding requirements in protracted emergencies that are at least 70 per cent funded by year end
(c) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies	(c) Percentage of project proposals under the rapid response window approved by the Emergency Relief Coordinator no more than three working days after their final submission
(d) Improved response to humanitarian emergencies by all United Nations operational agencies	(d) Percentage of new or escalating emergencies in which coordination staff is deployed within seven days

Strategy

23.8 Substantive responsibility for the subprogramme is vested in the Coordination and Response Division, the CERF secretariat and the Funding Coordination Section in New York and the Programme Support Branch and Partnerships and Resource Mobilization Branch in Geneva.

23.9 The Coordination and Response Division will provide advice to the Emergency Relief Coordinator on all aspects of operational decision-making in response to humanitarian emergencies through its link to resident and humanitarian coordinators, the emergency directors group of the Inter-Agency Standing Committee and its field offices worldwide. The Coordination and Response Division will also prepare and support current and future humanitarian leaders for their role in ensuring a principles-based, coherent, coordinated and timely humanitarian response through the identification of leadership talent; and the systematic induction, grooming and mentoring of the next generation of resident and humanitarian coordinator candidates. The Coordination and Response Division will ensure that all capacity-building efforts for resident and humanitarian coordinators include guidance on their role in the implementation of the inter-agency Transformative Agenda, in coordination with the national authorities of the affected State.

23.10 The CERF secretariat and the Funding Coordination Section will be actively involved in ensuring more predictable humanitarian finances to enable a prompt response to new or rapidly deteriorating crises, in particular through CERF and country-based pooled funds. While working to ensure that CERF allocations are made ever more rapidly and on the basis of sound prioritized needs assessment, the CERF secretariat will further improve the necessary performance and accountability measurements to track the Fund's added value to beneficiaries and the humanitarian system that serves them. The Funding Coordination Section will support country offices in managing country-based pooled funds to reinforce the cooperation with other humanitarian actors and establish partnerships with the civil society, national counterparts, the private sector and affected people. The Funding Coordination Section will support the coordinated and inclusive prioritization processes to direct funding towards priority needs within the consolidated and coordinated framework of strategic response plans.

23.11 The Programme Support Branch will ensure a holistic approach to the implementation of the humanitarian programme cycle by developing normative guidance and tools for coordinated needs assessments, strategic response planning, response monitoring, appeal coordination, financial tracking, cluster and inter-cluster coordination, and preparedness for response. The Programme Support Branch will support humanitarian coordinators and humanitarian country teams in implementing the humanitarian programme cycle by providing normative guidance, training and support to the field. The Programme Support Branch also facilitates the conduct of simulations to collect good practices and enhance learning with the aim to ensure that the humanitarian response is needs-based, prioritized and strategic. The Programme Support Branch will ensure that intersectoral themes, such as resilience, gender and accountability to affected people, are mainstreamed within the humanitarian programme cycle by integrating them into normative guidance and tools. In addition, the Programme Support Branch will promote standards and innovations across the humanitarian programme cycle by developing and refining common tools, definitions or systems for the Inter-Agency Standing Committee.

23.12 The Partnerships and Resource Mobilization Branch will aim to initiate and enhance sustainable partnerships to facilitate principled and timely humanitarian response, support the mobilization of resources from new actors in support of humanitarian operations and promote strengthened and broadened relationships with Member States and regional organizations on policy and operational issues. In addition, the Partnerships and Resource Mobilization Branch will further support public-private collaboration, including strengthened collaboration with the World Economic Forum.

23.13 Finally, the Coordination and Response Division, the CERF secretariat and the Funding Coordination Section in New York and the Programme Support Branch and the Partnership and Resource Mobilization Branch in Geneva will continue to work towards the improvement of humanitarian coordination structures at the country, regional and international levels, in support of national efforts. In this regard, the Coordination and Response Division, the CERF secretariat and the Funding Coordination Section in New York and the Programme Support Branch and the Partnership and Resource Mobilization Branch in Geneva will ensure that all of their field staff and Headquarters support staff have the relevant knowledge to support the implementation of the inter-agency Transformative Agenda at the field level.

Subprogramme 3
Natural disaster risk reduction

Objective of the Organization: To prevent and reduce the risk of and vulnerability to natural hazards and the impact of disasters

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased national capacity and commitment to reduce disaster risk and implement the post-2015 framework for disaster risk reduction	(a) (i) Increased number of countries adopting development frameworks, policies and national programmes to implement disaster risk reduction strategies, including those that confront the root causes of social vulnerability
	(ii) Increased number of countries reporting on progress in the implementation of the post-2015 framework for disaster risk reduction
(b) Increased national capacities for post-disaster reconstruction planning at all levels	(b) (i) Increased number of countries using disaster loss accounting systems
	(ii) Increased number of countries incorporating disaster risk reduction activities into post-disaster recovery planning and operations
(c) Increased level of investments for disaster risk reduction programmes and projects	(c) Increased number of disaster risk reduction programmes and projects financed by Governments and the international community

Strategy

23.14 Substantive responsibility for the subprogramme is vested in the International Strategy for Disaster Reduction and its secretariat.

23.15 The International Strategy for Disaster Reduction is mandated to serve as the focal point in the United Nations system for the coordination of disaster reduction and to ensure synergies among the disaster reduction activities of the United Nations system and regional organizations and activities in socioeconomic and humanitarian fields.

23.16 The World Conference on Disaster Reduction in 2005 adopted the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (see A/CONF.206/6 and Corr.1), which was endorsed by the General Assembly in resolution 60/195 and set out strategic goals and priorities for action for disaster risk reduction through 2015. Upon the request of the General Assembly in its resolutions 66/199 and 67/209, the International Strategy for Disaster Reduction will facilitate the development of a post-2015 framework for disaster risk reduction to be adopted by the third World Conference on Disaster Risk Reduction in Sendai, Japan, in March 2015.

23.17 While the post-2015 framework for disaster risk reduction will build on the Hyogo Framework for Action, it is anticipated that the strategy for implementation will require broadening the focus of work on existing disaster risk, to include focus on preventing the accumulation of new risk and addressing social vulnerabilities, thus contributing to strengthening the post-2015 sustainable development goals.

23.18 The International Strategy for Disaster Reduction will continue to advocate for risk-informed development in the public and private sectors through its wide networks of national platforms, parliamentarians, local governments, donors, financial institutions, businesses, scientists and civil society and community organizations, all of which are essential in reducing disaster risk; to support cities and local communities to manage risk through the Making Cities Resilient campaign and safe school and health facility initiatives; and to update and maintain the Hyogo Framework for Action Monitor, in line with the post-2015 framework for disaster risk reduction. Regional cooperation will be supported through the further development of regional platforms for disaster risk reduction.

23.19 The United Nations funds, programmes and agencies will continue to support the development and implementation of disaster risk reduction programmes at the regional and national levels. As lead coordinator of the United Nations Plan of Action on Disaster Risk Reduction for Resilience, the International Strategy for Disaster Reduction will continue to provide substantive support to the Secretary-General and the United Nations governance bodies. It will also continue to engage the United Nations system entities through all relevant coordination mechanisms and functions, including the United Nations Chief Executives Board for Coordination and United Nations resident coordinators, to ensure coherence within the strategies and programmes of the United Nations system.

Subprogramme 4
Emergency support services

Objective of the Organization: To expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Prompt mobilization of international emergency response mechanisms to facilitate international humanitarian assistance to victims of disasters and emergencies	(a) (i) International assistance is provided to the affected country within 48 hours of its request for international assistance (ii) Percentage of new or escalating emergencies in which coordination staff is deployed within seven days
(b) Enhanced ability of international, regional and national actors to deploy effective, well-coordinated and interoperable humanitarian response capacity within agreed frameworks	(b) Total number of interoperable international humanitarian response tools and services adapted

Strategy

23.20 Substantive responsibility for the subprogramme is vested in the Emergency Services Branch in Geneva.

23.21 Support will be provided to conflict- and disaster-affected countries through the strengthening of mechanisms for emergency response; the promotion of the membership of developing and disaster-prone countries in emergency response networks; the development and strengthening of the capacities for coordination of humanitarian response; and the improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in cases of natural disasters and complex emergencies.

23.22 Emphasis will be placed on ensuring the timely dissemination of information on the situation in countries affected by emergencies and disasters, including the identification of resource requirements, to relevant partners; activating emergency, disaster-response and preparedness tools to reduce the impact of emergencies and disasters; expanding the United Nations Disaster Assessment and Coordination teams in different regions; standardizing operational procedures for international urban search and rescue teams through the International Search and Rescue Advisory Group; further strengthening and diversifying the rapid response and surge mechanisms and improving the coordination between the various mechanisms; and strengthening national and regional civil-military and military-military coordination, upon the request of Member States, for more efficient and coherent support to humanitarian relief operations, by implementing the United Nations civil-military coordination training programme. Emphasis will also be placed on increasing the extent to which the acute environmental impact of disasters is identified and addressed during the response phase, as well as on strengthening coordination in the field of humanitarian logistics and preparedness through expanded cooperation with relevant partners.

Subprogramme 5
Humanitarian emergency information and advocacy

Objective of the Organization: To ensure effective advocacy of humanitarian principles and knowledge-sharing, serving populations affected by disasters and emergencies

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness of and regard for humanitarian principles and concerns	(a) (i) Increased number of print media stories covering humanitarian issues and messaging of the Office for the Coordination of Humanitarian Affairs
	(ii) Increased public engagement in humanitarian issues through social and broadcast media
(b) Improved access to relevant information for decision making by the humanitarian community	(b) Increased number of unique visitors on ReliefWeb and Humanitarian Response web platforms

Strategy

23.23 Substantive responsibility for the subprogramme rests with the Communications Services Branch and the Information Services Branch.

23.24 The Communications Services Branch will continue to support the Emergency Relief Coordinator, other high-level officials of the Office for the Coordination of Humanitarian Affairs and the humanitarian community in advocacy aimed at encouraging Member States and parties to conflict to put humanitarian principles, as set out in General Assembly resolutions 46/182 and 58/114, into practice, and through advocacy centred around international humanitarian law, the protection of civilians in armed conflict, the access of aid workers and their safety and security. Sustained efforts will continue to be made on advocacy aimed at maintaining the distinction between civilians and combatants.

23.25 The Communications Services Branch will also seek to develop further strategies to highlight forgotten emergencies and natural disasters, especially through agreed upon key messages targeting audiences through national and international media utilizing its web platform (see www.unocha.org) and by advocating jointly or independently with non-governmental organizations, civil society groups and academic institutions to highlight humanitarian crises. The Communications Services Branch will support country-specific communications responses through support in developing country and regional specific advocacy and communications strategies, guidance and back-up. The Communications Services Branch will also provide services, including press releases, media alerts, interviews and public briefings, op-eds, crisis communication and advocacy strategy design, designed to amplify country-specific strategies and messages, thereby strengthening overall humanitarian advocacy.

23.26 Another vital aspect of the subprogramme is to provide timely and reliable information on unfolding emergencies and natural disasters in support of decision-making and humanitarian action on the ground. The Information Services Branch will further strengthen the systems for collection, analysis, dissemination and sharing of humanitarian information through expanded networks, including broadcast coverage and reach. This includes updating and improving its principal websites, namely ReliefWeb, Humanitarian Response and related web services of the Office for the Coordination of Humanitarian Affairs. Partnerships with other members of the humanitarian community for information-sharing, coordination and standardization will be further enhanced. The Information Services Branch will also help establish common field information services to offer a better knowledge base for the humanitarian community.

Legislative mandates

General Assembly resolutions

46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters
52/12	Renewing the United Nations: a programme for reform

52/167	Safety and security of humanitarian personnel
60/1	2005 World Summit Outcome
62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/101	Safety and security of humanitarian personnel and protection of United Nations personnel
68/102	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
68/103	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Economic and Social Council resolutions

2012/3	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
2013/6	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Security Council resolutions

1894 (2009)	Protection of civilians in armed conflict
2088 (2013)	Reinforcement of the mandate of the United Nations Integrated Peacebuilding Office in the Central African Republic
2096 (2013)	Extension of the mandate of the United Nations Assistance Mission in Afghanistan
2098 (2013)	Extension of the mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
2100 (2013)	Establishment of the United Nations Multidimensional Integrated Stabilization Mission in Mali
2109 (2013)	Extension of the mandate of the United Nations Mission in South Sudan
2110 (2013)	Extension of the mandate of the United Nations Assistance Mission for Iraq
2112 (2013)	Extension of the mandate of the United Nations Operation in Côte d'Ivoire
2113 (2013)	Extension of the mandate of the African Union-United Nations Hybrid Operation in Darfur

2119 (2013)	Extension of the mandate of the United Nations Stabilization Mission in Haiti
2120 (2013)	Extension of the authorization to member States of the North Atlantic Treaty Organization to maintain the deployment of the International Security Assistance Force
2124 (2013)	Extension of the authorization to member States of the African Union to maintain the deployment of the African Union Mission in Somalia
2126 (2013)	Extension of the mandate of the United Nations Interim Security Force in Abyei
2127 (2013)	Authorization to member States of the African Union to deploy the African-led International Support Mission in the Central African Republic

Security Council presidential statements

S/PRST/2013/2	Protection of civilians in armed conflicts
S/PRST/2013/15	The situation in the Middle East

Subprogramme 1
Policy and analysis

General Assembly resolutions

56/89	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel
61/117	Applicability of the Geneva Convention relative to the Protection of Civilian Persons in Time of War, of 12 August 1949, to the Occupied Palestinian Territory, including East Jerusalem, and other occupied Arab territories
62/134	Eliminating rape and other forms of sexual violence in all their manifestations, including in conflict and related situations
63/147	New international humanitarian order
67/84	Participation of volunteers, "White Helmets", in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development
68/102	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
68/103	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
68/143	Assistance to refugees, returnees and displaced persons in Africa
68/180	Protection of and assistance to internally displaced persons

Security Council resolutions

1894 (2009)	Protection of civilians in armed conflict
2096 (2013)	Extension of the mandate of the United Nations Assistance Mission in Afghanistan
2098 (2013)	Extension of the mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
2100 (2013)	Establishment of the United Nations Multidimensional Integrated Stabilization Mission in Mali
2109 (2013)	Extension of the mandate of the United Nations Mission in South Sudan
2110 (2013)	Extension of the mandate of the United Nations Assistance Mission for Iraq
2112 (2013)	Extension of the mandate of the United Nations Operation in Côte d'Ivoire
2113 (2013)	Extension of the mandate of the African Union-United Nations Hybrid Operation in Darfur
2116 (2013)	Extension of the mandate of the United Nations Mission in Liberia
2119 (2013)	Extension of the mandate of the United Nations Stabilization Mission in Haiti
2120 (2013)	Extension of the authorization to member States of the North Atlantic Treaty Organization to maintain the deployment of the International Security Assistance Force
2124 (2013)	Extension of the authorization to member States of the African Union to maintain the deployment of the African Union Mission in Somalia
2126 (2013)	Extension of the mandate of the United Nations Interim Security Force in Abyei
2127 (2013)	Authorization to member States of the African Union to deploy the African-led International Support Mission in the Central African Republic

Security Council presidential statements

S/PRST/2013/2	Protection of civilians in armed conflicts
S/PRST/2013/15	The situation in the Middle East

Subprogramme 2
Coordination of humanitarian action and emergency response

General Assembly resolutions

63/147	New international humanitarian order
65/133	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
68/11	The situation in Afghanistan
68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
68/100	Assistance to the Palestinian people
68/102	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
68/103	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
68/129	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence
68/143	Assistance to refugees, returnees and displaced persons in Africa

Security Council resolutions

1894 (2009)	Protection of civilians in armed conflict
2088 (2013)	Reinforcement of the mandate of the United Nations Integrated Peacebuilding Office in the Central African Republic
2096 (2013)	Extension of the mandate of the United Nations Assistance Mission in Afghanistan
2098 (2013)	Extension of the mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
2100 (2013)	Establishment of the United Nations Multidimensional Integrated Stabilization Mission in Mali
2109 (2013)	Extension of the mandate of the United Nations Mission in South Sudan
2110 (2013)	Extension of the mandate of the United Nations Assistance Mission for Iraq
2112 (2013)	Extension of the mandate of the United Nations Operation in Côte d'Ivoire
2113 (2013)	Extension of the mandate of the African Union-United Nations Hybrid Operation in Darfur

2119 (2013)	Extension of the mandate of the United Nations Stabilization Mission in Haiti
2120 (2013)	Extension of the authorization to member States of the North Atlantic Treaty Organization to maintain the deployment of the International Security Assistance Force
2124 (2013)	Extension of the authorization to member States of the African Union to maintain the deployment of the African Union Mission in Somalia
2126 (2013)	Extension of the mandate of the United Nations Interim Security Force in Abyei
2127 (2013)	Authorization to member States of the African Union to deploy the African-led International Support Mission in the Central African Republic

Security Council presidential statements

S/PRST/2013/2	Protection of civilians in armed conflicts
S/PRST/2013/15	The situation in the Middle East

Subprogramme 3 Natural disaster risk reduction

General Assembly resolutions

54/219	International Decade for Natural Disaster Reduction: successor arrangements
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
63/217	Natural disasters and vulnerability
67/208	International cooperation to reduce the impact of the El Niño phenomenon
67/209	International Strategy for Disaster Reduction
68/102	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
68/103	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
68/211	International Strategy for Disaster Reduction

Subprogramme 4
Emergency support services

General Assembly resolutions

56/99	Emergency response to disasters
60/13	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the South Asian earthquake disaster — Pakistan
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
65/307	Improving the effectiveness and coordination of military and civil defence assets for natural disaster response
68/99	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
68/102	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
68/103	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Subprogramme 5
Humanitarian emergency information and advocacy

General Assembly resolutions

62/91	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
63/137	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
68/102	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
68/103	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development

Programme 24
Public information

Overall orientation

24.1 The Department of Public Information is dedicated to communicating to the world the ideals and work of the United Nations; to interacting and partnering with diverse audiences; and to building support for the purposes and principles enshrined in the Charter of the United Nations. In line with this mission, the Department creates and implements communications strategies; engages local audiences worldwide through its network of United Nations information centres; produces, promotes and delivers news and media products and services in all six official languages; and initiates and expands partnerships, outreach and knowledge-sharing.

24.2 The mandate of the Department, contained in General Assembly resolution 13 (I), is guided by the priorities established by the Assembly and its subsidiary body, the Committee on Information, through the resolutions of the Assembly on questions relating to information, the most recent of which are resolutions 68/86 A and B and 67/292.

24.3 The Department seeks to promote global awareness and enhanced understanding of the work and issues of the United Nations by providing accurate, impartial, comprehensive, balanced, coherent, timely and relevant information. To that end, the Department will focus on priority themes, with a regional focus on Africa, in support of the three pillars of the Organization's work (development; peace and security; and human rights), drawing on guidance from the new development agenda expected to be agreed upon in 2015. Within these priority themes, the Department will seek to underscore the Secretary-General's emphasis on delivering results, on accountability and on gender equality and the empowerment of women, while addressing global challenges for the common good and fully complying with the mandates given by Member States.

24.4 The Department works to deliver effective and targeted information programmes in key areas, including for United Nations conferences and observances. It seeks to reach and engage audiences worldwide to encourage support for the Organization and its objectives.

24.5 The Department emphasizes the importance of the equality of the six official languages of the United Nations, with a view to ensuring their full and equitable treatment in the activities of the Department.

24.6 To accomplish its mission, the Department takes the following core approaches in its work with an overall emphasis on multilingualism from the planning stage: strategic working relationships with the substantive departments and offices of the Secretariat and organizations of the United Nations system; enhanced use of the latest information and communications technologies in both traditional and new media in order to deliver information directly and instantaneously worldwide; and the promotion of multilingualism and the parity of all six official United Nations languages in the preparation of news and communications products. The Department also provides information services to delegates and staff through the Dag Hammarskjöld Library and promotes knowledge-sharing and internal communication by way of iSeek, the United Nations intranet.

Subprogramme 1
Strategic communications services

Objective of the Organization: To broaden understanding of and support for the work of the United Nations on the priorities given by Member States, including communications support for United Nations events and initiatives decided upon by them

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of media coverage on the priorities decided upon by Member States	(a) Increased percentage of articles that contain United Nations messages on priorities decided upon by Member States
(b) Increased reach of the online components of communications campaigns on priority themes	(b) Increased number of members of the general public reached through online media overall and per official language
(c) Improved understanding at the local level of work carried out by the United Nations	(c) (i) Higher percentage of target audiences indicating improved understanding of the United Nations (ii) Increased number of visitors to the subprogramme's websites overall and per official language (iii) Increased number of informational materials and United Nations publications available in local languages

Strategy

24.7 The subprogramme will be implemented by the Strategic Communications Division, which consists of the Communications Campaigns Service and the Information Centres Service, including the network of United Nations information centres.

24.8 The objective will be accomplished by developing focused communications guidance and messages through the integration of campaigns and messages between Headquarters and the network of United Nations information centres and through improved integration with other departments and offices and the respective information components of United Nations agencies, funds and programmes. At the national level, the information centres will continue to integrate their work with the strategic and communications priorities of United Nations resident coordinators and country teams, while benefiting from thorough, timely and targeted information provided by the subprogramme's offices concerned with development, peace and security and human rights issues. Specially designated information centres will assist other centres in their respective regions in sharing expertise and resources and in developing messages and communications campaigns tailored to regional or subregional needs, taking into account the linguistic dimension of target audiences. The United Nations Communications Group will enhance the coordination of communications activities between the Department and the wider United Nations system through inter-agency task forces, including United Nations communications groups at the country and regional levels, to harmonize communications on priority issues.

24.9 In order to enhance public understanding of the objectives and activities of the Organization, information products will be created in all six official languages and in local languages. Strategic media outreach activities will include press conferences and interviews with senior officials. Websites in local languages will be maintained and strengthened. Social media platforms will be used at Headquarters and, when appropriate, at the country and regional levels.

24.10 Operational support and strategic communications advice will continue to be provided to the information components of United Nations peacekeeping missions and special political missions, as appropriate.

Subprogramme 2
News services

Objective of the Organization: To strengthen support for the United Nations through information products and news services

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased utilization by media organizations and other users of news, information and related multimedia products about the United Nations that are produced in all six official languages	(a) (i) Increased number of users of Internet-based United Nations products overall and per official language
	(ii) Increased partnerships with radio and television broadcasters and rebroadcasters, by language (official and non-official) and by region
(b) Timely access by news organizations and other users to daily meeting-coverage press releases, television packages, photos and other information products in all six official languages	(b) Maintenance of the current percentage of news products meeting deadlines to ensure their relevance to end-users in all six official languages

Strategy

24.11 The subprogramme will be implemented primarily by the News and Media Division, supported by the Office of the Spokesperson for the Secretary-General and by the network of United Nations information centres.

24.12 The objective will be accomplished through the timely production and delivery of accurate, balanced and, where feasible, customized news and information materials (text, video, audio and photo) and services to the media and other consumers, including through the use of the newest web-based and mobile distribution platforms, with an overall emphasis on multilingualism from the planning stage. Multilingualism will remain a strong focus, with increased production on an equitable basis, through partnerships with global broadcasters, of original news products in all official and non-official languages, by the reordering of priorities, as necessary. Such collaborations will allow wider distribution of materials that reflect priorities identified by Member States. Working with the media in developing countries will continue to be a priority.

24.13 Evolving information technologies will enable the subprogramme to improve global access to its products at all times by broadening the range of options available to audiences, from telephones to social media, subject to local technical considerations. This will also enhance the integrated multimedia services of the subprogramme, including its social media platforms. Simultaneously, traditional media will be more closely connected to other multimedia products, providing more depth to coverage, including through links to background material and other related content that are produced in all six official languages.

24.14 As efficiencies gained through the acquisition of the Media Assets Management System and other tools are examined under the subprogramme, some reorganization of job descriptions and responsibilities will occur. To ensure the continued quality and quantity of programmes and to strengthen multilingualism, the Department will explore the consolidation of certain units according to language, with a view to covering all six official languages on an equitable basis.

Subprogramme 3
Outreach and knowledge services

Objective of the Organization: To enhance understanding of the role, work and concerns of the United Nations and to encourage the exchange of ideas, information and knowledge in support of the goals of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Broader reach of United Nations multilingual information through various media and services and through expanded partnerships with other entities	(a) (i) Increased partnerships with United Nations entities as well as external organizations (ii) Increased number of non-governmental organizations from developing countries and countries with economies in transition receiving information from the Department (iii) Increased number of visitors to the subprogramme's websites and social media accounts overall and per official language (iv) Increased number of individual end-user downloads of publications and other outreach products in all six official languages
(b) Increased value of library and knowledge services providing access to information that support the work of delegates and staff	(b) (i) Increased reach and perceived value of the Dag Hammarskjöld Library services among key stakeholder groups

(ii) Increased internal communications through the use of iSeek and deleGATE, with a view to benefiting Member States through access to those new tools, as requested in General Assembly resolutions

Strategy

24.15 The subprogramme will be implemented by the Outreach Division, which includes the following sections: Knowledge Solutions and Design; NGO Relations and Advocacy; Education Outreach; Publications and Editorial; United Nations Publications Sales; Visitors' Services; the Dag Hammarskjöld Library; and the secretariats of the Publications Board and the Exhibits Committee.

24.16 Through the subprogramme, the Division will work to enhance understanding of the United Nations both by producing information products, such as publications, exhibits and graphic designs, and by organizing briefings, speaking engagements, guided tours and special events. By collaborating with external partners, such as non-governmental organizations, educational institutions, foundations and Governments, the Division will continue to enrich the array of activities that it undertakes and to extend the reach of United Nations messages. Social media will continue to be used as a potent multiplier for United Nations messaging.

24.17 To reach a broader segment of the global public, the Division will continue to develop new multilingual constituencies, including institutions of higher education and research, through the United Nations Academic Impact initiative. In addition, it will develop partnerships with the film, television and entertainment industries through the Creative Community Outreach Initiative. The Division will support the organization of Model United Nations conferences around the world and develop new initiatives to engage youth, drawing on the advocacy efforts of the Envoy of the Secretary-General on Youth. A concerted effort will be made to broaden the geographical diversity of the Division's sphere of partners.

24.18 The Dag Hammarskjöld Library will seek to increase the value of its services, particularly to Member States. The Library will pursue the streamlining and automation of service processes in order to increase its analytical capacity and add value for client groups. It will enhance its online library services through continued digitization and cataloguing and by providing access to historical documents and improving the user experience.

24.19 The objective of the subprogramme also entails facilitating access to and the exchange of information within the United Nations. Enhancing internal communications through iSeek and deleGATE will be a key factor in generating support for important initiatives and increasing knowledge-sharing.

Legislative mandates

General Assembly resolutions

13 (I)	Organization of the Secretariat
168 (II)	United Nations Day
423 (V)	Human Rights Day
32/40 B	Question of Palestine
35/201	Annual Reham Al-Farra Memorial Journalists' Fellowship Programme
36/67	International Year of Peace and International Day of Peace
54/134	International Day for the Elimination of Violence against Women
55/2	United Nations Millennium Declaration
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
57/129	International Day of United Nations Peacekeepers
60/1	2005 World Summit Outcome
60/7	Holocaust remembrance
60/225	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence
62/122	Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade
64/13	Nelson Mandela International Day
67/67	United Nations Disarmament Information Programme
67/106	Follow-up to the Declaration and Programme of Action on a Culture of Peace
67/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
67/155	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
67/292	Multilingualism

68/86 A	Questions relating to information: information in the service of humanity
68/86 B	Questions relating to information: United Nations public information policies and activities
68/96	Dissemination of information on decolonization

Programme 25

Management and support services

Overall orientation

25.1 The overall purpose of the programme, the responsibility for which is vested in the Department of Management and in the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the accountability and efficiency of the Organization in managing its resources in four broad management areas, namely, finance, human resources, information and communications technology (ICT), and support services, including procurement and infrastructure; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

25.2 The programme derives its mandates from relevant Articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and its successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260, 60/283, 63/262, 66/246, 66/257, 67/253 and 68/264.

25.3 The programme is focused on implementing key management reform measures approved by the General Assembly, with the support of a communications strategy that ensures that Member States, managers and staff are fully informed of and participate in the efforts to ensure a more effective and results-oriented Organization.

25.4 The Department, in close coordination with the administrative services of offices away from Headquarters, will aim to ensure that all new or revised management policies, procedures and internal controls meet the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as in the relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through policy guidance and more effective support to results-based management approaches, including regular and systematic monitoring of Secretariat-wide programmatic activity and the promotion of self-evaluation practices within the Department, as well as timely performance reporting to Member States to ensure that the Organization becomes fully results-oriented.

25.5 The Department will facilitate institutional and senior managers' accountability through: the preparation of programme performance reports for presentation to the intergovernmental organs; the monitoring and administration of senior managers' compacts; and the provision of substantive support to the Management Performance Board. The Department will also closely monitor oversight body recommendations, follow up on the status of implementation, identify material weaknesses, and ensure that remediation plans are developed, and provide the required information to the Management Committee. In addition, the

Department will continue its work in the area of accountability, including support for accelerating the implementation of results-based management.

25.6 Recognizing the importance of the adoption of a systematic approach to risk management and internal control in the United Nations, the Department will continue its efforts aimed at achieving the overall implementation of an effective risk management and control framework throughout the Secretariat. The framework will enhance the governance and management practices of the Secretariat; strengthen the focus on objectives; and increase effectiveness in achieving the defined objectives and mandates given by Member States. Embedded risk and internal control management activities will become an integral part of the processes and operations of the entire Organization.

25.7 The implementation of the enterprise resource planning project, known as Umoja, will continue under the coordinating and oversight function of the Department through the Enterprise Resource Planning Steering Committee. The Department will ensure that the project adequately responds to the needs of the Organization and facilitates the execution of its mandates by enabling a more efficient and effective management of resources (people, money and materials). The Department is exploring what dependencies (needs) and what enabling capabilities (opportunities) the Umoja solution will bring in terms of rationalizing and re-engineering processes in administrative, transactional and other back-office tasks throughout the Secretariat. The integration and consolidation of certain transactional administrative processes in shared services will be included in the proposal for a new service delivery model to be presented by the Secretary-General to the General Assembly for its consideration and approval.

25.8 The management evaluation, as the first step in the formal process of administration of justice, provides management with an opportunity to correct administrative decisions that do not comply with internal law. It complements the efforts of the Department to improve management practices and strengthen accountability. The Department, through its management evaluation function, and within prescribed time limits, will strive to improve decision-making and to reduce the number of cases proceeding to formal litigation. In addition, the Department will establish and implement effective measures to increase managerial accountability.

25.9 The Department will continue to provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions, the Board of Auditors and the Independent Audit Advisory Committee.

25.10 The Department will continue to lead the efforts to ensure the sustainability of the Organization's compliance with International Public Sector Accounting Standards (IPSAS) accounting policies and the realization of IPSAS benefits in close collaboration with stakeholders, using information-sharing strategies to that end. Work will continue to strengthen managerial controls and accountability in the area of financial management and stewardship of assets, in the context of the Department's implementation of an effective enterprise risk management and internal control framework.

25.11 The Department will continue to advance its reform agenda aimed at developing an Organization that is responsive and supports a culture of empowerment and performance, allows for equal access to career opportunities irrespective of programmes and sources of funding and provides staff members with opportunities to learn and grow so that they can reach their greatest potential. It will also focus on strengthening workforce planning, performance management, career support and the implementation of the mobility framework subject to the approval of the General Assembly. The Department, within its mandate and in close cooperation with other relevant structures of the Secretariat, will continue to strengthen the system of administration of justice, as decided by the General Assembly in its resolution 61/261, and subsequent relevant resolutions that address, among other things, issues related to recourse to formal and informal procedures for the efficient, effective and fair implementation of the system. In addition, the Department will improve its delivery of occupational health services to United Nations staff and facilities worldwide. The talent management information system, Inspira, will continue to be enhanced in support of human resources reform efforts such as recruitment, learning management and performance management. Targeted outreach campaigns will be conducted with a view to achieving more equitable geographical representation of Member States and female representation and to identifying high-quality candidates. The Department will continue to support and strengthen the integration of gender perspective and geographical representation into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

25.12 The Department continues to support the implementation of programmes and activities at the Headquarters and at field operations through the provision of efficient, cost-effective, transparent, timely and high-quality procurement services. In this respect, the Department will continue to develop best practices to further improve internal controls and will share these with the organizations and bodies of the United Nations system; support the professional development of staff and continue its efforts to identify new vendors, particularly from developing countries and countries with economies in transition, in order to increase its pool of bidders and enhance international competition. The Department will also ensure the efficient and effective functioning of the Secretariat with regard to office and conference facilities, broadcasting operations, assets management, travel and transportation services, archives and records management, mail and pouch operations and other commercial activities. In particular, the Department will continue to implement a global perspective in the planning and prioritization of capital and facilities expenditure as well as in strategies for managing office space at Headquarters. The Department will also lead the implementation of the organizational resilience management system/emergency management framework across the United Nations system.

25.13 The Department will provide overall strategic direction and central leadership for the establishment and implementation of Organization-wide ICT and for planning and coordinating ICT activities Secretariat-wide including infrastructure and enterprise systems, with a view to achieving coherence and coordination in the area of ICT within the work of the United Nations and between the Secretariat and funds, programmes and specialized agencies of the Organization. The ICT strategy will aim to establish an environment and associated architecture to achieve an enterprise-wide approach that makes provision for operational autonomy and agility, where warranted, and supports a truly global harmonized environment that is secure, reliable, scalable and easily accessible. The Department will institute enterprise architecture, lead the strengthening of Umoja mainstreaming, information security and operational resilience and ensure that ICT programmes are aligned with the core work of the United Nations.

25.14 The renovation of the historic United Nations Headquarters complex, the capital master plan project, will be completed by 2015. The Office for Central Support Services, within the Department of Management, will fully operate the renovated Headquarters complex following the capital master plan, including comprehensive servicing of the technological and design upgrades so that the complex is utilized and maintained in the most efficient and effective manner. In addition, the Department will continue the implementation of the strategic capital review initiative, a long-term capital programme and prioritization strategy for the global premises of the United Nations Secretariat in accordance with the guidance received from the General Assembly.

25.15 The experience gained from large capital projects, including the capital master plan, will continue to be leveraged to ensure that the capital value of physical properties at all duty stations is maintained on a long-term basis. The Department, together with the United Nations Office at Geneva, will work to further devise a comprehensive renovation and refurbishment programme for the Palais des Nations. In that regard, the General Assembly, in its resolution 68/247, requested the Secretary-General to ensure robust internal project control mechanisms in the context of the scope, cost, schedule and quality of the strategic heritage plan and, through the Department, to take into account lessons learned and best practices from past constructions and renovation projects. The construction work to restore the physical condition and preserve the heritage of the buildings at the Geneva complex, which will involve the exploration of alternative funding mechanisms, will commence upon the completion of the prerequisite design phase and upon the approval of the Assembly.

25.16 The Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations entities in cases where such services would be more efficient and cost-effective than existing arrangements.

A. Headquarters

Subprogramme 1[11]
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Component 1
Management services

Objective of the Organization: To enhance the effectiveness, efficiency, accountability and transparency of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective and efficient functioning of the Secretariat, in full compliance with legislative mandates and relevant rules and regulations	(a) (i) All new and revised management policies, procedures and internal controls facilitate improved management of programmes and staff (ii) Increased timely implementation rate of recommendations issued by the oversight bodies to the Secretariat
(b) Strengthened accountability throughout the Secretariat	(b) (i) All senior managers' annual performance assessments completed for review by the Management Performance Board (ii) Timely delivery on institutional performance (programme performance report) for review by the Management Performance Board and intergovernmental bodies (iii) Increased number of implemented recommendations of oversight bodies related to strengthening accountability in the Organization
(c) Contracts are awarded and assets disposed of with efficiency, fairness, integrity and transparency and in full compliance with the relevant rules and regulations	(c) (i) Maintenance of the number of days required for the processing of Headquarters Committee on Contracts cases (ii) Maintenance of the average number of cases handled by the Headquarters Property Survey Board

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[11] The Department of Management at Headquarters is solely responsible for the implementation of subprogrammes 1 and 5.

Strategy

25.17 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. The subprogramme will play a key role in the development and promotion of good management practices and the introduction of administrative policies and procedures that enable more efficient and effective programme implementation while complying with legislative mandates, regulations and rules. In support of the Secretary-General's commitment to strengthening accountability and transparency, and in full compliance with General Assembly resolutions 66/257, section I, 67/253 and 68/264, the Office will continue to enhance the Secretariat's accountability framework. As part of that effort, it will guide senior management in the deployment of an enterprise risk management and internal control framework and will provide substantive support to the Management Performance Board and the Management Committee. In addition, the Office will review the findings and recommendations of oversight bodies, identify material weaknesses and conditions that need to be reported and will follow up on the status of implementation of recommendations and the adoption of remediation plans.

25.18 The subprogramme also includes the secretariat of the Headquarters Committee on Contracts, which supports the work of the Headquarters Committee in its review of proposed procurement actions over a specific threshold; the secretariat that supports the Award Review Board established on a pilot basis by the General Assembly (see resolution 62/269, para. 16) to process the challenges of unsuccessful bidders that are eligible under the pilot process; and the secretariat of the Headquarters Property Survey Board, which supports the work of the Survey Board on the disposal of United Nations property and assets.

Component 2
Enterprise resource planning project

Objective of the Organization: To improve the management of the Organization's resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) All business processes for the management of resources and programme performance are efficient, effective and have built-in internal controls and are in full compliance with regulations, rules, policies and procedures	(a) (i) Increased percentage of business processes that are designed or re-engineered in full compliance with regulations, rules, policies and procedures
	(ii) Increased percentage of business processes built and tested in human resources, finance, and supply chain and central support services
(b) Umoja is stabilized and operating effectively	(b) (i) Decrease in the number of help desk support requests after stabilization
	(ii) Decreased amount of time required to provide help to support requests

Strategy

25.19 This component of the subprogramme is the responsibility of the Umoja Enterprise Resource Planning Project Team in the Office of the Under-Secretary-General for Management. Umoja combines new technology and training to improve the business practices of the United Nations Secretariat, aligning them with commonly accepted best practices. Rather than release a comprehensive solution as originally envisioned, the revised implementation approach plans to deploy in three phases: Umoja Foundation, Umoja Extension 1 and Umoja Extension 2. There are four major project stages: preparation; design; build; and deployment. Umoja Foundation began with a pilot in July 2013 and will be fully deployed by December 2015. The build phase for Umoja Extension 1 is in 2013-2014, with deployment planned for completion by the end of 2015. Umoja Extension 2 will be designed and built in 2015-2017, with deployment commencing in 2017. The principles that guide the design, build and deployment of Umoja include: (a) the widest possible inclusion of the business community; (b) complete coverage of all in-scope processes deployed in two phases preceded by a pilot; (c) functional coverage of approximately the 700 legacy systems that will be replaced by Umoja's single global information system; and (d) effective interface between Umoja and the legacy systems that remain in place.

Component 3
Management evaluation component of the administration of justice

Objective of the Organization: To ensure greater personal accountability for decision-making

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More timely decision-making by the Administration with respect to evaluation of contested decisions	(a) All management evaluation requests are responded to within the prescribed 30- and 45-day time limits
(b) Improved accountability in management related decisions	(b) Reduced percentage of improper or incorrect decisions within the various offices and departments of the United Nations Secretariat
(c) Reduced litigation of cases in the United Nations Dispute Tribunal	(c) Reduced percentage of cases proceeding to the United Nations Dispute Tribunal for formal litigation

Strategy

25.20 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. Requests for management evaluations of contested decisions will be undertaken within the prescribed 30- and 45-day time limits. Management evaluation is the final step, before a formal judicial process, to determine whether a mistake has been made or an irregular action taken, and to correct it, if necessary. It is also an opportunity to hold decision makers accountable in cases where an improper decision has been taken. The management evaluation process will also identify systemic issues and lessons learned with a view to improving decision-making in the Secretariat.

Component 4
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(a) (i) Full compliance with the submission deadline of the final reports of the committees serviced by the Secretariat in order to allow for simultaneous publication in all official languages (ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services

Strategy

25.21 This component of the subprogramme is the responsibility of the secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination. The strategy to achieve the above objectives will include: (a) proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in strengthening and facilitating their work. Provision of analytical and historical information on their proceedings to the bodies concerned; and (b) proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications in order to allow simultaneous publication in all official languages.

Subprogramme 2
Programme planning, budget and accounts

Component 1
Programme planning and budgeting

Objective of the Organization: To ensure the effective and efficient formulation of the biennial programme plan, to secure the resources required for the financing of the mandated programmes and activities of the Secretariat and to improve the management of the utilization of those resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased contribution to the decision-making process by Member States on issues relating to the biennial programme plan, the programme budget and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals	(a) (i) Increased percentage of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages (ii) Increased number of Member States expressing satisfaction with the quality of budgetary documents and of the supplementary information provided (iii) Increased number of Member States expressing satisfaction with the quality, including the standardization, of the biennial programme plan
(b) Improved management of regular budget, extrabudgetary and criminal tribunal resources and the International Residual Mechanism for Criminal Tribunals	(b) Increased percentage of clients expressing satisfaction with the services received
(c) Increased transparency and dialogue with Member States in the process of presentation of the biennial programme plan, the programme budget, and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals, in accordance with the Financial Regulations and Rules of the United Nations, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and the relevant General Assembly resolutions	(c) Responses, including through evaluation surveys, on transparency and on the dialogue undertaken by the Secretariat in the preparation of the biennial programme plan, the programme budget, and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals

Strategy

25.22 This component is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. During the 2016-2017 period, the focus will be on:

(a) Developing and monitoring policies, procedures and methodologies on budgetary matters and providing guidance to departments and offices in that regard;

(b) Issuing clear guidelines for the preparation of the biennial programme plan, fully taking into account the intergovernmental mandates and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation;

(c) Preparing and presenting to the legislative bodies the following: the Secretary-General's budget outline; the biennial programme budgets, including the budgets of special political missions and the budgets of the international criminal tribunals and the International Residual Mechanism for Criminal Tribunals; the budget performance reports; and other reports on budgetary matters, including timely statements of the programme budget implications of new activities, as well as revised or supplementary programme budget proposals;

(d) Facilitating deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs through the provision of substantive services on programme and budgetary issues, including through the provision of informal briefings to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination, as needed, on programmatic and budgetary issues of particular interest to the Member States, in order to increase transparency and strengthen dialogue between the Secretariat and the Member States;

(e) Improving services to clients, both within and outside the Secretariat, through the simplification of processes and better use of technology;

(f) Enhancing control reporting systems and procedures relating to the implementation of programme budgets and extrabudgetary funds to ensure the economical and proper use of resources.

Component 2
Financial services relating to peacekeeping operations

Objective of the Organization: To secure the resources for the financing of peacekeeping operations and to ensure the efficient and effective administration and management of peacekeeping operations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and police- and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(a) Increased percentage of budget and budget performance reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages
(b) Increased efficiency and effectiveness of peacekeeping operations	(b) (i) Liabilities for troops do not exceed three months (ii) Increased percentage of clients expressing satisfaction with the services received

Strategy

25.23 This component is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The Division will continue to develop and implement policies and procedures that are consistent with the Financial Regulations and Rules of the United Nations with respect to peacekeeping activities. The presentation of budgets, budget performance reports and special reports will be streamlined and will include results-based frameworks, where applicable, and resource requirements and expenditure information will be made more transparent. Cash positions and expenditures will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as on training and guidance, will be provided to all peacekeeping missions. The Division will continue to facilitate, through the provision of substantive services, deliberations and decision-making by the General Assembly and its relevant subsidiary organs on budgetary matters related to peacekeeping.

Component 3
Accounting, contributions and financial reporting

Objective of the Organization: To further improve the quality of financial statements and client satisfaction with services provided, to secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and to improve the application of related decisions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved integrity of financial data	(a) (i) An unqualified audit opinion of the Board of Auditors on financial statements compliant with the International Public Sector Accounting Standards (IPSAS)
	(ii) No more than four significant adverse audit findings related to other financial matters
(b) Financial transactions that are timely and accurate	(b) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) Reconciliation of bank accounts within 15 days after month's end
(c) Insurance policies that have increased benefits for the Organization	(c) Increased number of improvements or beneficial adjustments made to terms of insurance policies

(d) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(d) (i) Maintenance of the percentage of monthly reports on the status of contributions issued by the end of the following month (ii) All pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines

Strategy

25.24 This component is the responsibility of the Accounts Division. Emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. The Division will participate actively in the continued implementation of Umoja. It will also carry out activities aimed at ensuring the sustainability of IPSAS-compliant accounting and reporting. It will provide effective support to the Committee on Contributions and the General Assembly in the process of reviewing the methodology of the scale of assessments and will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will continue to ensure the proper application of the Financial Regulations and Rules of the United Nations and of established policies and procedures relating to accounting matters.

Component 4
Treasury services

Objective of the Organization: To ensure the prudent investment of funds and to improve cash-management actions

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued prudent stewardship of funds in line with the investment strategy through:	(a) (i) Receipt of investment principal and interest on time
(i) safeguarding principal of investments;	(ii) Funds available to meet obligations
(ii) ensuring adequate liquidity; and (iii) investment return	(iii) Return on the United States dollar investment pool is equal to or above the average 90-day United States Treasury bill rate of return
(b) Improved efficiency, timeliness and security of the electronic payment system	(b) Maintenance of a loss-free record in safeguarding financial resources

Strategy

25.25 This component is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. The focus will be on enhancing the reliability of internal controls; further developing the systems for investment and cash management; and increasing efficiency, timeliness and security of the electronic payment system.

Component 5
Financial information operations

Objective of the Organization: To improve the efficiency of financial business processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) All critical Office of Programme Planning, Budget and Accounts systems are fully functional	(a) No unplanned outages of financial systems

Strategy

25.26 This component is the responsibility of the Financial Information Operations Service of the Office of Programme Planning, Budget and Accounts. The focus of its work will be on providing operational support to all divisions within the Office through continuous operational support for critical systems and developing and maintaining a coherent vision and information technology strategy for Office systems, consistent with established standards set by the Office of Information and Communications Technology. The Service will continue to coordinate services; establish standard system platforms and tools; ensure that sufficient controls are implemented across all critical systems; continue to review and compile the current business requirements of the Office in order to streamline processes; and ensure that significant system developments are supportive of the IPSAS and the implementation of the enterprise resource planning system.

Subprogramme 3
Human resources management

Component 1
Policy

Objective of the Organization: To align United Nations human resources policies to better meet the evolving needs of the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved and modernized human resources policies, including harmonized policies across the United Nations common system, are formulated	(a) Increase in the number of administrative issuances that harmonize policies and practices across the common system and take into consideration the performance measures of Umoja processes

(b) Timely processing of appeals and disciplinary cases	(b) Provide response to appeals within statutory time (30 days) limits and initiate action on disciplinary matters within 90 days

25.27 This component of subprogramme 3 is the responsibility of the Human Resources Policy Service of the Office of Human Resources Management. The component supports the ongoing reform efforts of the Secretary-General, as approved in General Assembly resolutions 61/244, 63/250, 65/247, 67/254 A and 67/255.

25.28 Particular attention will be placed on developing human resources management policies: the comprehensive review of the compensation system by the International Civil Service Commission; enhancing coordination with other organizations of the United Nations common system on system-wide human resources policies; and the provision of advisory services in respect of Secretariat staff worldwide, including the promotion of increased transparency, responsibility and accountability. The Administrative Law Section of the Office of Human Resources Management will continue focusing on managing appeals effectively, including representing the Administration before the United Nations Dispute Tribunal and processing of disciplinary cases in a timely manner.

Component 2
Strategic planning and staffing

Objective of the Organization: To foster the sound management of human resources and cultural change in the Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	(a) (i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges
	(ii) Increased placement of candidates successful in the young professionals programme examination from unrepresented and underrepresented Member States to P-1 and P-2 positions in the Secretariat
	(iii) Reduction in the average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised
	(iv) Increased percentage of female staff in the regular budget posts in the Professional and higher categories

(b) Availability of reports to the Security Council, the General Assembly and other intergovernmental bodies to enable fully informed decisions	(b) Member States have access to dynamic online reports on human resources information
(c) Increased efficiency and effectiveness of operations	(c) Availability of the human resources management scorecard tool to all departments and offices, with strategic operational targets and built-in progress reports to monitor success in achieving those targets
(d) Facilitated voluntary mobility in compliance with relevant General Assembly resolutions	(d) Number of voluntary and managed movements, including the number of movements between hardship duty stations and non-hardship duty stations

Strategy

25.29 This component of subprogramme 3 is the responsibility of the Strategic Planning and Staffing Division of the Office of Human Resources Management. The component supports the ongoing reform efforts of the Secretary-General aimed at the development of a global, dynamic and adaptable workforce, as guided by the General Assembly in its resolutions 61/244, 63/250, 65/247 and 67/255.

25.30 The Division consists of the Planning, Monitoring and Reporting Service; the Staffing Service; and the Outreach Section.

25.31 The core functions of the Planning, Monitoring and Reporting Service are to support the management of the Secretariat's human resources, including through: (a) strengthening of the new human resources management performance and accountability framework (human resources scorecard); (b) self-monitoring and targeted human resources management support; (c) the provision of advice to departments and offices on the proper exercise of delegated authority; and (d) the development of workforce strategies for meeting priorities.

25.32 The core functions of the Staffing Service are to: (a) manage the implementation of the staff selection system, including developing and managing components of the talent management system; (b) contribute to the development of strategies, policies and programmes to promote a dynamic, adaptable and global workforce; and (c) develop strategies for the management of the recruitment of young professionals and conduct competitive examinations for recruitment to the Professional category, as well as other examinations, tests and assessments.

25.33 The core function of the Outreach Section is to support the Secretariat in identifying and attracting high-quality candidates through outreach activities and to conduct proactive and targeted recruitment campaigns.

Component 3

Learning, development and human resources services

Objective of the Organization: To promote organizational culture change in the Secretariat in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increase in the total number of training and learning opportunities undertaken by individual staff members
	(ii) Increased percentage of staff members benefiting from the minimum target of five days' training per year
	(iii) Increased percentage of level of satisfaction of trainees attending courses with the quality and relevance of such courses
(b) Improved career development and staff support	(b) (i) Increased number of staff members participating in career development and staff support programmes
	(ii) Increased percentage of participating staff members who recognize the positive contribution of career development and staff support programmes
	(iii) Maintain the percentage of departments and offices expressing satisfaction with advice and support provided by the Learning, Development and Human Resources Services Division
(c) Improved implementation of staff emergency preparedness plans and training programmes by departments/offices	(c) Increased number of staff members on the roster for family focal points/call centre volunteers
(d) Enhanced credibility of performance management	(d) Timely completion of performance appraisal by managers

Strategy

25.34 This component of subprogramme 3 is the responsibility of the Learning, Development and Human Resources Services Division of the Office of Human Resources Management. The Division will provide effective human resources management services and strengthen the integration of the core and managerial competencies into all human resources systems. This will include streamlining of human resources services (processing of initial appointments, reappointments, inductions, separations, transfers benefits and entitlements); improved advisory services; an enhanced performance management and development system; training and support for career development; providing support for staff in balancing their professional and personal lives; ensuring that these programmes are aligned with a more structured approach to mobility in compliance with relevant General Assembly resolutions, in order to meet organizational needs and develop a more adaptable, dynamic and global workforce; and collaborating with departments within the Secretariat and the agencies, funds and programmes of the United Nations system in risk-based preparedness, emergency response and post-emergency response, within the context of the organizational resilience management system.

Component 4
Medical services

Objective of the Organization: Reduction of health care-related risks to the United Nations and its staff

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction in preventable staff harm	(a) (i) Reduction in the number of work-related incidents that result in illness or injury
	(ii) Reduction in the number of sick leave days due to work-related incidents
	(iii) Increase in the number of duty stations with an approved medical component in their mass casualty incident plans
(b) Improved quality of United Nations health-care services	(b) (i) Improved level of satisfaction expressed by clients who are surveyed regarding services
	(ii) Improved level of satisfaction expressed by field medical staff regarding advice and support provided by the Medical Services Division
(c) Reduction in health-related costs	(c) (i) Reduction in the number of days of sick leave due to illness or injury
	(ii) Reduction in the number of medical evacuations

Strategy

25.35 This component is the responsibility of the Medical Services Division of the Office of Human Resources Management. The Division has developed a strategic plan with three objectives: reduction in preventable harm; reduction in health-related costs; and improvements in client satisfaction.

25.36 The Division provides on-site occupational health services in New York and delivers services to over 100 locations worldwide. The Division will focus on improving access to and provision of occupational health services to staff in all locations.

25.37 The Division will focus on occupational health risks and will commence the collection of information about occupationally incurred injury or illness, allowing for the development of baseline estimates of tangible and intangible costs. The Division will continue to manage sick leave, disability, medical clearances, medical evacuations and repatriations, and preparedness for public health emergencies, including the medical aspects of crisis and mass casualty response plans in field duty stations. The Division will continue to provide technical supervision to dispensaries and to clinics of peacekeeping missions and will coordinate the implementation of health-care policy throughout the United Nations system. The Division will contribute expertise to field medical recruitment.

25.38 The Division will strengthen governance over the safety and quality of the health care delivered in the field, aiming to reduce preventable harm and improve health-care outcomes. The Division will continue to deploy its electronic occupational health record.

25.39 The Division will further develop and align its activities with the strategic priorities of the Organization, including specific attention to the managerial mechanisms required to address systemic occupational health, safety and medical needs related to the expanding worldwide field presence of United Nations staff.

Component 5
Human resources information systems

Objective of the Organization: To ensure that information and communications technology systems of the Office of Human Resources Management support human resources functions throughout the United Nations Secretariat

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improve implementation of human resources information technology systems, data warehousing and reporting tools	(a) (i) Reduction in the average number of hours to respond to requests for human resources information systems support
	(ii) Update through regular enhancements, and support the maintenance of all Inspira modules, including recruitment, performance management, learning, reporting, mobility and general human resources administration, and enhanced operational and management reporting
(b) Ensure that human resources information technology is more user-friendly	(b) Increased satisfaction rate expressed by the users of the system

Strategy

25.40 This component of subprogramme 3 is the responsibility of the Human Resources Information Systems Section of the Office of Human Resources Management.

25.41 In working towards the objective of the subprogramme, the Section will continue to improve, maintain and, where necessary, develop information systems to support the implementation of United Nations human resources reforms.

25.42 Core activities will include support for Inspira, the talent management system, including enhancements in the areas of recruitment, learning and performance management.

25.43 The Section will also provide support for and enhancement of the data warehouse, including strengthening the online Human Resources Management scorecard in order to provide self-service tools that allow for self-monitoring of targets and performance using human resources action plans and facilitate monitoring and oversight by Member States.

25.44 The Human Resources Information Systems Section service desk will continue to provide Integrated Management Information System (IMIS) human resources functional support services, as well as transition to Umoja human resources functional support to the departments at Headquarters and offices away from Headquarters.

Subprogramme 4
Support services

Component 1
Facilities and commercial services

Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with regard to office and conference facilities, broadcasting operations, assets management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities and broadcasting services	(a) Increased proportion of services provided in accordance with established turnaround time
(b) Improved management of overseas facilities	(b) Increased proportion of capital maintenance programmes of offices away from Headquarters that are standardized, complete and up to date
(c) Operation of a property management system that is fully IPSAS compliant	(c) Recognition by the Board of Auditors that the property management system is IPSAS compliant
(d) Savings achieved in travel costs for the Organization	(d) (i) Savings achieved as a result of the use of United Nations-negotiated airline discounts

	(ii) Increased percentage of air tickets purchased by the Organization at least two weeks before the commencement of the travel
(e) Improved efficiency and accountability through long-term management of and accessibility to authentic digital business records, archives and information	(e) Number of offices implementing an increased proportion of information systems that meet digital record-keeping standards consistent with and in support of United Nations information and knowledge management objectives
(f) Enhanced timeliness and reliability of mail and pouch services	(f) Increased percentage of on-schedule deliveries of pouch services

Strategy

25.45 This component of the subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. The biennium 2016-2017 will be the first in which the Division will fully operate the renovated Headquarters facility. The technological and design upgrades will require comprehensive maintenance servicing as well as operational and resource adjustments to utilize and maintain the complex in the most efficient and effective manner. In line with previous initiatives and the implementation of IPSAS and Umoja, the Division will continue to lead the implementation of Secretariat-wide frameworks for the planning and management of capital expenditure and property.

25.46 In order to achieve the objective of the subprogramme, the emphasis of the work programme will be on:

(a) Managing technological and operational changes at the renovated Headquarters facility through a shift in focus away from a repairs-based approach to a proactive, preventative maintenance approach in order to promote efficiency, operational continuity and environmental sustainability;

(b) Achieving operational efficiencies in the areas of receipt of goods, transportation, mail operations and inventory management following the completion of the redesigned loading dock and full implementation of a centrally managed warehouse;

(c) Improving space utilization through long-term planning of office accommodation that promotes productivity and the well-being of the occupants;

(d) Improving the efficiency of facility services delivery through the continued implementation of improved customer relationship and information management systems and real-time monitoring of key performance indicators, including in the areas of office space planning and asset management;

(e) Improving the management of properties by establishing Organization-wide frameworks in support of IPSAS and Umoja, including the ongoing strategic capital reviews and close coordination of the prioritization, budgeting mechanisms, planning and execution of the resulting overseas construction and major maintenance projects;

(f) Maintaining efficient and cost-effective travel services, in accordance with section VI of General Assembly resolution 67/254 A, and transportation services, through best practices, as well as close cooperation and benchmarking with other organizations of the United Nations system;

(g) Raising awareness and improving capacity for digital record-keeping and preservation to comply with United Nations information standards and the knowledge management strategy through the provision of advisory services, training and web-based tools, and in partnership with stakeholders;

(h) Strengthening the policy development and oversight capacity of the Division, particularly in the area of facilities management;

(i) Continuing to promote environmental sustainability at United Nations Headquarters premises in coordination with all departments and offices, in line with the Secretary-General's priority to respond to the threats of climate change and in order to deliver on his commitment to move the United Nations towards energy efficiencies.

Component 2
Procurement services

Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of the acquisition plan	(a) (i) Increased percentage of clients responding to surveys who express satisfaction
	(ii) Reduction in the average number of weeks between the issuance of the bid instrument and the issuance of the contract award or purchase order
	(iii) Reduction in the ratio between receivable procurement challenges submitted to the Award Review Board and debriefs conducted
(b) Enhanced level of international competition	(b) Increased number of eligible vendors from different regions of the world for tender invitations, supported by a single vendor database for the entire Secretariat
(c) Improved compliance with procurement policies, procedures and best practices	(c) Increased implementation rate of outstanding/open audit findings by the United Nations Board of Auditors and the Office of Internal Oversight Services

(d) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	(d) Increased number of vendors from developing countries and countries with economies in transition participating in the United Nations procurement process, ensuring international competition, in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.47 This component of the subprogramme is the responsibility of the Procurement Division of the Office of Central Support Services. In the biennium 2016-2017, the Division will focus on the following activities to achieve the objective of the subprogramme:

(a) Continued development and sharing of best practices within the United Nations system; continued review and improvement of procurement procedures and guidelines through the use of information technology, in particular electronic tendering and business intelligence available through Umoja and the centralized vendor sourcing portal, the United Nations Global Marketplace;

(b) Close cooperation with requisitioners and stakeholders in order to continue to improve the development of comprehensive source selection plans, statements of work, technical specifications, and objective and measurable evaluation criteria;

(c) Further improvement of the cooperation with the International Chamber of Commerce, the World Chambers Federation and participating chambers of commerce worldwide in disseminating relevant information on United Nations tender requirements, with a view to increasing the pool of bidders. In particular, searching for potential suppliers in business sectors in which the Organization has a limited source of supply and continuing to conduct vendor performance reviews within the existing vendor sanction mechanism;

(d) Strengthening of the capacity of procurement staff through the management and delivery of online procurement training courses and certification programmes and rotation of staff between Headquarters and other locations in order to ensure the consistent application of and full compliance with established policies, procedures and best practices across the Organization.

Component 3
Business continuity

Objective of the Organization: To ensure the viability of business continuity planning and the integration of emergency preparedness initiatives into the organizational resilience management system

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity to respond to disruptions and crisis events	(a) (i) Critical process recovery starts within 24 hours of a disruption (ii) Timely completion of organizational resilience exercises, involving United Nations Headquarters departments and offices (iii) Maintenance of the number of yearly training programmes for crisis decision makers

Strategy

25.48 This component of the subprogramme is the responsibility of the Business Continuity Management Unit in the Office of Central Support Services. In order to achieve the objective, the Unit will focus on the following:

(a) Implement a maintenance, exercise and review regime at Headquarters, offices away from Headquarters and the regional commissions, including regular testing of the organizational resilience management system components to ensure capability to respond to disruptions or crisis events; the training of crisis decision makers; and the performance of yearly emergency management simulation exercises;

(b) Successfully implement the organizational resilience management system in all Secretariat duty stations, including offices away from Headquarters, the regional commissions and the field missions of the Department of Peacekeeping Operations and the Department of Political Affairs; and promote increased interest in the organizational resilience management system among the agencies, funds and programmes through the United Nations System Chief Executives Board for Coordination (CEB) and the High-Level Committee on Management;

(c) Share best practices in emergency management and organizational resilience among departments of the Secretariat, the agencies, funds and programmes, other United Nations entities, the private sector and host nation authorities;

(d) Work closely with the Department of Safety and Security and the Office of Human Resources Management to ensure that elements of the organizational resilience management system are mainstreamed into training courses.

Subprogramme 5
Information and communications technology strategic management and coordination

Objective of the Organization: To ensure the efficient, effective and transparent achievement of strategic organizational goals by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved knowledge management, resource management and infrastructure management	(a) (i) Increased number of common applications and services and infrastructure made available through knowledge management, resource management and infrastructure management programmes (ii) Reduced number of applications and websites globally (iii) Increased number of systems and infrastructure consolidated in enterprise data centres
(b) Use of ICT resources optimized according to common architecture, standards and policies	(b) Increased number of Organization-wide ICT standards, guidelines and procedures implemented
(c) Improved coordination, collaboration and coherence within the United Nations system in all matters related to ICT	(c) Increased number of system-wide harmonization efforts

Strategy

25.49 The subprogramme is the responsibility of the Office of Information and Communications Technology. The Office will focus on achieving coherence in and coordination of ICT functions across the Secretariat, establishing effective ICT governance structures with clear lines of authority and accountability and fostering deeper coordination and collaboration throughout the United Nations system in all matters related to ICT. In this context, efforts will focus on:

(a) Development of global ICT governance structures, policies, processes and standards to manage ICT more effectively;

(b) Innovative technology solutions that transform the Organization and strengthen alignment between ICT programmes and the core work of the United Nations;

(c) Establishment of strategic programmes for knowledge management, resource management and infrastructure management;

(d) Critical reviews of ICT initiatives and services to optimize the use of ICT resources;

(e) Increased coordination and collaboration on ICT with other United Nations entities, including harmonization efforts (either directly or through the CEB High-level Committee on Management/Information and Communication Technology Network).

Subprogramme 6
Information and communications technology operations

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Decreased legacy applications/websites through migration to Umoja and other enterprise solutions (ii) Increased percentage of critical systems with disaster recovery and resiliency
(b) Achieve effective operation of the Umoja system through mainstreaming across the United Nations Secretariat	(b) (i) Increased number of Umoja users to whom support services are provided (ii) Increased number of infrastructure elements implemented to support the Umoja system in achieving effective disaster recovery capabilities (iii) Increased number of technology solutions implemented to support information security pertaining to Umoja
(c) Improved security of the network and ensure compliance with security guidelines, policies and protecting critical systems	(c) Reduced number of security breaches
(d) Enhanced alignment of standardized service and project delivery processes	(d) Increased number of ICT services provided with increased maturity levels

Strategy

25.50 The subprogramme is the responsibility of the Office of Information and Communications Technology under the strategic direction of the Chief Information Technology Officer. The work programme will emphasize:

(a) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of ICT solutions, with a focus on improving the management of information and resources;

(b) Supporting Umoja deployment and mainstreaming;

(c) Strengthening cybersecurity to protect the Organization;

(d) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(e) Enhancing service and performance management;

(f) Developing and implementing a standardized global service catalogue to improve services provided by the Office and other relevant ICT units in meeting the strategic goals of the Organization.

B. United Nations Office at Geneva[11]

Subprogramme 2
Programme planning, budget and accounts (Geneva)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Geneva

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved overall management of programme budget and extrabudgetary resources	(a) (i) Reduced level of unliquidated obligations and cancellation of prior-period obligations as a percentage of final programme budget appropriation
	(ii) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(iii) Reduced percentage variance between extrabudgetary allotments and expenditures
(b) Improved integrity of financial data	(b) (i) Unqualified audit opinion of the Board of Auditors on financial statements
	(ii) Reduced number of significant adverse findings related to other financial matters
(c) Improved timeliness and accuracy of financial transactions	(c) (i) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) Increased percentage of automated disbursements through electronic fund transfers

Strategy

25.51 The subprogramme is the responsibility of the Financial Resources Management Service. The strategy will include: (a) participating in the formulation of changes in United Nations financial management and policy, in particular the new enterprise resource planning system and IPSAS; (b) coordinating with Headquarters and providing timely advice to the entities serviced on financial management; (c) regularly reviewing procedures to ensure more effective financial management; (d) conducting risk assessment, introducing mitigating actions or strengthening systems of control; and (e) ensuring strict compliance with the Financial Regulations and Rules and the financial policies of the United Nations.

Subprogramme 3
Human resources management (Geneva)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Geneva in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increased number of staff participating in the training courses offered by the Organization
	(ii) Majority of staff responding to surveys who express satisfaction with the overall services provided by the Human Resources Management Service
(b) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	(b) (i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges
	(ii) Increased percentage of female staff in the Professional and higher categories
	(iii) Reduced average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised

Strategy

25.52 The subprogramme is the responsibility of the Human Resources Management Service. Attention will focus on aligning the services provided with the priorities of the Organization and the full use of human resources components of the Organization's enterprise resources planning system (Umoja) and talent management tools (Inspira) in the areas of: (a) staff selection and administration; (b) staff development and learning activities; and (c) medical services, including health and wellness programmes.

Subprogramme 4
Support services (Geneva)

1. Objective of the Organization: To ensure the effective and efficient functioning of the United Nations Office at Geneva with regard to office and conference facilities management, asset management, travel and transportation, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided in accordance with established turnaround time
(b) Improved management of facilities	(b) Increased percentage of capital maintenance programmes that are standardized, complete and up to date
(c) Improved planning in respect of travel arrangements	(c) Increased percentage of air tickets purchased by the Organization at least two weeks before the commencement of the travel

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts (ii) Reduction in the number of days between final statement of work and contract award
(b) Enhanced level of international competition	(b) Increase in the number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.53 The subprogramme is the responsibility of the Office of Central Support Services. Emphasis will be placed on enhancing the efficiency of facilities management and providing cost-effective, efficient and high-quality procurement and travel services.

Subprogramme 6
Information and communications technology operations (Geneva)

Objective of the Organization: To ensure the efficient, effective and transparent achievement of th operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Decreased legacy applications/ websites through migration to Umoja an other enterprise solutions
	(ii) Increased percentage of critical systems with disaster recovery and resiliency
(b) Achieve effective operation of the Umoja system through mainstreaming across the United Nations Secretariat	(b) (i) Increased number of Umoja users to whom support services are provided
	(ii) Increased number of technology solutions implemented to support information security pertaining to Umoja
(c) Improved security of the network and ensure compliance with security guidelines, policies and protecting critical systems	(c) Reduced number of security breaches
(d) Enhanced alignment of standardized service and project delivery processes with best practices	(d) Increased number of ICT services provided with increased maturity levels

Strategy

25.54 The subprogramme is the responsibility of the Information and Communications Technology Service, under the strategic direction of the Chief and in coordination with the Office of Information and Communications Technology. The emphasis of the work programme will be on: (a) translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of ICT solutions, with a focus on improving the management of information and resources; (b) supporting Umoja deployment and mainstreaming; (c) strengthening cybersecurity to protect the Organization and employees; (d) defining comparable levels of performance with industry benchmarks and monitoring performance; and (e) enhancing service and performance management.

Subprogramme 7
Library services (Geneva)

Objective of the Organization: To build past, present and future collective recorded knowledge of the United Nations and of related external resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) More efficient and user-friendly access to a broader range of recorded knowledge of the United Nations and external library resources	(a) Increased access to online and digitized information resources
(b) Improved implementation of records management standards and best practices across the United Nations Office at Geneva to solidify United Nations institutional memory	(b) (i) Increased number of file classification schemes and/or retention schedules established
	(ii) Increased volume of electronic records transferred to the Records Management System
(c) Improved knowledge-sharing for cultural exchange and education and dialogue on key United Nations issues	(c) Increased number of participants in activities organized by the Library

Strategy

25.55 The subprogramme is the responsibility of Library services at the United Nations Office at Geneva, which is the centre for knowledge management, institutional memory, cultural diplomacy and intellectual, educational and academic outreach at the Office. The Library will enhance access to collective recorded knowledge of the United Nations and to external content supporting such knowledge, by adapting services to the changing needs of stakeholders and implementing communications activities. The digital library and archives will be expanded, and efforts will be increased to foster efficient and standard-compliant records management and provide long-term stewardship and guaranteed access to the collections. The Library will increase its presence in international collaborative projects, continue to provide a platform for diversity across cultures and between Member States and the international community and expand its outreach programme for exchange, education and dialogue on key United Nations issues.

C. United Nations Office at Vienna[11]

Subprogramme 2
Programme planning, budget and accounts (Vienna)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime and affiliated entities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved overall management of programme budget and extrabudgetary resources	(a) Reduced level of unliquidated obligations and cancellation of prior-period obligations as a percentage of final programme budget appropriation
(b) Improved integrity of financial data	(b) (i) Unqualified audit opinion of the Board of Auditors on financial statements
	(ii) No more than two significant adverse audit findings related to other financial matters
(c) Improved timeliness and accuracy of financial transactions	(c) Increased percentage of payments processed and transactions recorded within 30 days of receipt of all appropriate documents

Strategy

25.56 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to strengthen the monitoring of budget performance, financial management and control and reporting. The strategy will include: (a) improving client services and simplifying administrative processes; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review of procedures and effective budget implementation; (c) strengthening internal financial controls and streamlining financial procedures and guidelines to ensure effective financial management; (d) improving current procedures for the administration of extrabudgetary funds, including further increasing the timeliness of responses to client departments and offices; (e) participating in the formulation of, and keeping abreast of, changes and developments in the United Nations policy on budget, finance, treasury and related areas.

Subprogramme 3
Human resources management (Vienna)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Vienna, the United Nations Office on Drugs and Crime and affiliated entities in order to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increased number of staff participating in the training courses offered by the Organization
	(ii) Majority of staff responding to surveys who express satisfaction with the overall services provided by the Human Resources Management Service
(b) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	(b) (i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges
	(ii) Increased percentage of female staff in the Professional and higher categories
	(iii) Reduced average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised

Strategy

25.57 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of (a) staff development, by upgrading the substantive and technical skills of the staff, linking learning and training initiatives closely to the performance appraisal system, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; (b) strengthening a mechanism of staff and management accountability and responsibility at all levels; (c) fostering a more mobile, versatile and multi-skilled workforce; and (d) in coordination with the International Atomic Energy Agency (IAEA), making efforts to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna.

Subprogramme 4
Support services (Vienna)

1. Objective of the Organization: To ensure the efficient and effective functioning of the United Nations Office at Vienna, the United Nations Office on Drugs and Crime and affiliated entities with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Increased proportion of services provided as per established turnaround time
(b) Improved planning in respect of travel arrangements	(b) Increased percentage of air tickets purchased by the Organization at least two weeks before the commencement of the travel

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of clients responding to surveys who express satisfaction (ii) Reduction in the average number of days between final statement of work and contract award (iii) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition	(c) Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

3. Objective of the Organization: To build past, present and future collective recorded knowledge of the United Nations and of related external resources

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness and usage of electronic research resources	(a) Increased usage of electronic library resources available at the Organization

Strategy

25.58 This subprogramme is the responsibility of the General Support Services. The focus will be on: (a) maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations; (b) pursuing energy-saving and environmentally friendly measures at the Vienna International Centre; (c) improving the efficiency of general services by introducing cost-containment measures in photocopying and printing services, mail services and facilities alternation services; (d) continuing to improve quality and reduce processing time in the area of procurement through increased automation and further rationalization of the procurement process, wherever possible; (e) extending training of procurement processes to the field offices of the United Nations Office on Drugs and Crime; and (f) improving outreach services of the Library to clients, especially in the use of electronic resources.

Subprogramme 6
Information and communications technology operations (Vienna)

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Decreased legacy applications/websites through migration to Umoja and other enterprise solutions (ii) Increased percentage of critical systems with disaster recovery and resiliency
(b) Achieve effective operation of the Umoja system through mainstreaming across the United Nations Secretariat	(b) (i) Increased number of Umoja users provided with support services (ii) Increased number of technology solutions implemented to support information security pertaining to Umoja

(c) Improved security of the network and ensure compliance with security guidelines, policies and protecting critical systems	(c) Reduced number of security breaches
(d) Enhanced alignment of standardized service and project delivery processes	(d) Increased number of ICT services provided with increased maturity levels

Strategy

25.59 The subprogramme is the responsibility of the Information Technology Service under the strategic direction of the Chief Information Technology Officer. The work programme will emphasize: (a) translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of ICT solutions, with a focus on improving the management of information and resources; (b) supporting Umoja deployment and mainstreaming; (c) strengthening cybersecurity to protect the Organization; (d) defining comparable levels of performance with industry benchmarks and monitoring performance; and (e) enhancing service and performance management.

D. United Nations Office at Nairobi[11]

Subprogramme 2
Programme planning, budget and accounts (Nairobi)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Nairobi

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved overall management of programme budget and extrabudgetary resources	(a) (i) Reduced level of unliquidated obligations and cancellations of prior-period obligations as a percentage of final programme budget appropriation
	(ii) Reduction in the turnaround time for issuance of extrabudgetary allotments
	(iii) Reduced percentage in the variance between extrabudgetary allotments and expenditures
(b) Improved integrity of financial data	(b) (i) Unqualified audit opinion of the Board of Auditors on financial statements
	(ii) Reduced number of significant adverse audit findings related to other financial matters

(c) Improved timeliness and accuracy of financial transactions	(c) (i) Increased percentage of payments processed and transactions recorded within 30 days of the receipt of all appropriate documents (ii) Increased percentage of automatic disbursements through the Society for Worldwide Interbank Financial Telecommunication (SWIFT)

Strategy

25.60 The strategy will include:

(a) Managing the utilization of resources by leveraging technology to improve service delivery and simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Regularly reviewing workflow procedures to identify more efficient and faster client response;

(e) Participating in the formulation of, and keeping abreast of, changes and developments in the United Nations policy on budget, finance, treasury and related areas and support shaping United Nations policies and corporate guidance, in particular as regards Umoja and IPSAS.

Subprogramme 3
Human resources management (Nairobi)

Objective of the Organization: To promote organizational culture change at the United Nations Office at Nairobi to address new requirements and needs

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved ability of current staff to implement mandates	(a) (i) Increased number of staff participating in the training courses offered by the Organization (ii) Majority of staff responding to surveys who express satisfaction with the overall services provided by the Human Resources Management Service

(b) Improved recruitment, placement and promotion of the best qualified and competent staff as well as facilitation of greater geographical representation and gender balance	(b) (i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges
	(ii) Increased percentage of female staff in the Professional and higher categories
	(iii) Reduced average number of days from the date of issuance of vacancy announcements to the date of selection for all regular vacancies advertised
(c) Improved occupational health services	(c) (i) Increased percentage of clients expressing satisfaction with health-care services rendered to staff
	(ii) Increased percentage of medical clearances done within five working days

Strategy

25.61 The Human Resources Management Service strategy will include:

(a) Leveraging technology to help in streamlining human resource processes;

(b) Keeping staff and management informed of human resources policies and other important organizational changes;

(c) Fostering, among human resources staff, a service-focused, client-oriented work culture;

(d) Promoting needs-based training programmes to enhance managerial leadership skills and staff career progression and to develop comprehensive career management tools, job enrichment strategies and mentoring programmes to equip staff for new opportunities;

(e) Supporting departments in meeting their staffing targets through assistance with recruitment and classification activities;

(f) Advocating quality of work-life balance and improvement of the working environment by promoting flexitime, telecommuting and providing stress counselling services and health management advice.

Subprogramme 4
Support services (Nairobi)

1. Objective of the Organization: To ensure the effective and efficient functioning of the United Nations Office at Nairobi with regard to office and conference facilities management, asset management, travel and transportation, archives and records management, mail and pouch services and commercial activities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality and timeliness of facilities services	(a) Decrease in the number of infrastructure system malfunctions
(b) Improved management of facilities	(b) Increased percentage of capital maintenance programmes that are standardized, complete and up to date
(c) Improved planning in respect of travel arrangements	(c) Increased percentage of air tickets purchased by the Organization at least two weeks before the commencement of the travel

2. Objective of the Organization: To ensure efficient, cost-effective, transparent, timely and high-quality procurement

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Procurement services that fully meet the requirements of acquisition plans	(a) (i) Increased percentage of strategic long-term agreements such as blanket purchase orders and systems contracts (ii) Reduction in the average number of days between final statement of work and contract award
(b) Enhanced level of international competition	(b) Increased number of vendors eligible for tender invitations
(c) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	(c) Increased number of registered vendors from developing countries and countries with economies in transition participating in the process of United Nations procurement, ensuring international competition in accordance with financial regulation 5.12 of the Financial Regulations and Rules of the United Nations

Strategy

25.62 The Support Services Service will seek to harmonize policies and procedures, concentrate on redesigning process flows, build capacity, introduce common services, build partnerships with clients, and improve infrastructure with the focus on:

(a) Reducing the turnaround time for the provision of facilities services;

(b) Improving and upgrading facilities;

(c) Further improvement of quality and processing time in the area of procurement through increased automation and further rationalization of the process.

Subprogramme 6
Information and communications technology services (Nairobi)

Objective of the Organization: To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by leveraging information and communications technology

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the Organization in the management of its activities	(a) (i) Decreased legacy applications/websites through migration to Umoja and other enterprise solutions
	(ii) Increased percentage of critical systems with disaster recovery and resiliency
(b) Achieve effective operation of the Umoja system through mainstreaming across the United Nations Secretariat	(b) (i) Increased number of the Umoja users provided with support services
	(ii) Increased number of technology solutions implemented to support information security pertaining to Umoja
(c) Improved security of the network and ensure compliance with security guidelines, policies and protecting critical systems	(c) Reduced number of security breaches
(d) Enhanced alignment of standardized service and project delivery processes	(d) Increased number of ICT services provided with increased maturity levels

Strategy

25.63 This subprogramme is responsible for providing ICT services for the United Nations Environment Programme, the United Nations Human Settlements Programme and the United Nations Office at Nairobi (including technology support for the Division of Conference Services and the Department of Safety and Security), under the strategic direction of Chief Information Technology Officer. The emphasis of the workplan will be on:

(a) Translating the Organization's functional and operational requirements into the effective and efficient acquisition and implementation of ICT solutions, with a focus on improving the management of information and resources;

(b) Supporting Umoja deployment and mainstreaming;

(c) Strengthening cybersecurity to protect the Organization and employees;

(d) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(e) Enhancing service and performance management.

Legislative mandates

Overall

General Assembly resolutions

41/213	Review of the efficiency of the administrative and financial functioning of the United Nations
42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
55/231	Results-based budgeting
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/1	2005 World Summit Outcome
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/276	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
61/279	Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations
62/236	Questions relating to the proposed programme budget for the biennium 2008-2009

62/238	Special subjects relating to the proposed programme budget for the biennium 2008-2009
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
64/244	Programme budget for the biennium 2010-2011
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013
66/248	Programme budget for the biennium 2012-2013
67/254 A and B	Special subjects relating to the programme budget for the biennium 2012-2013
68/245	Programme budget for the biennium 2012-2013
68/246	Questions relating to the proposed programme budget for the biennium 2014-2015
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015
68/248	Programme budget for the biennium 2014-2015

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

General Assembly resolutions

57/307	Administration of justice in the Secretariat
58/268	Programme planning
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures
58/316	Further measures for the revitalization of the work of the General Assembly
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244
59/275	Programme planning
59/283	Administration of justice at the United Nations
59/313	A strengthened and revitalized General Assembly

60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/245	Comprehensive review of governance and oversight within the United Nations and its funds, programmes and specialized agencies
61/261	Administration of justice at the United Nations
61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
62/228	Administration of justice at the United Nations
63/253	Administration of justice at the United Nations
63/262	Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
63/276	Accountability framework, enterprise risk management and internal control framework, and results-based management framework
64/259	Towards an accountability system in the United Nations Secretariat
65/251	Administration of justice at the United Nations
66/237	Administration of justice at the United Nations
67/241	Administration of justice at the United Nations
67/253	Progress towards an accountability system in the United Nations Secretariat
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015
68/254	Administration of justice at the United Nations

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions and decisions

49/233	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
57/575	Results-based budgeting

59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/234	Financial reports and audited financial statements, and reports of the Board of Auditors
60/257	Programme planning
61/233	Financial reports and audited financial statements, and reports of the Board of Auditors
61/235	Programme planning
62/223	Financial reports and audited financial statements, and reports of the Board of Auditors
62/224	Programme planning
63/246	Financial reports and audited financial statements, and reports of the Board of Auditors
63/247	Programme planning
64/268	Financial reports and audited financial statements, and reports of the Board of Auditors
64/229	Programme planning
65/243 A and B	Financial reports and audited financial statements, and reports of the Board of Auditors
65/244	Programme planning
66/8	Programme planning
67/235 A and B	Financial reports and audited financial statements, and reports of the Board of Auditors
67/236	Programme planning
68/20	Programme planning
68/246	Questions relating to the proposed programme budget for the biennium 2014-2015
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	Human resources management
51/226	Human resources management

52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations
53/221	Human resources management
55/258	Human resources management
57/305	Human resources management
58/144	Improvement of the status of women in the United Nations system
59/266	Human resources management
60/238	Human resources management
61/239	United Nations common system: report of the International Civil Service Commission
61/244	Human resources management
61/262	Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda
61/274	Comprehensive proposal on appropriate incentives to retain staff of the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia
62/248	Human resources management
63/250	Human resources management
63/271	Amendments to the Staff Regulations
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
64/260	Special subjects relating to the programme budget for the biennium 2010-2011
65/247	Human resources management
65/248	United Nations common system: report of the International Civil Service Commission
66/234	Human resources management
66/235	United Nations common system: report of the International Civil Service Commission
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013

67/246	Questions relating to the programme budget for the biennium 2012-2013
67/254 A	Special subjects relating to the programme budget for the biennium 2012-2013
67/255	Human resources management
67/257	United Nations common system: report of the International Civil Service Commission
68/252	Human resources management

Subprogramme 4
Support services

General Assembly resolutions and decisions

31/194	Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna
56/286	Strengthening the security and safety of United Nations premises
57/279	Procurement reform
57/304	Information and communication technology strategy
58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system
58/272	Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy
58/276	Outsourcing practices
58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
58/278	Report of the Joint Inspection Unit on common and joint services of the United Nations system organizations at Vienna
59/276	Questions relating to the programme budget for the biennium 2004-2005
59/288	Procurement reform
61/246	Procurement reform
61/251	Capital master plan
62/87	Capital master plan
62/269	Procurement reform

63/263	Questions relating to the programme budget for the biennium 2008-2009
63/268	Special subjects relating to the programme budget for the biennium 2008-2009, section III
63/270	Capital master plan
64/243	Questions relating to the proposed programme budget for the biennium 2010-2011
65/269	Capital master plan
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
68/246	Questions relating to the proposed programme budget for the biennium 2014-2015
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015

Subprogramme 5
Information and communications technology strategic management and coordination

General Assembly resolutions

52/12 A and B	Renewing the United Nations: a programme for reform
57/304	Information and communication technology strategy
59/275	Programme planning
60/283	Investing in the United Nations: for a stronger Organization worldwide: detailed report
61/235	Programme planning
62/224	Programme planning
62/250	Support account for peacekeeping operations
63/247	Programme planning
63/262	Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters
63/287	Support account for peacekeeping operations
65/259	Questions relating to the programme budget for the biennium 2010-2011

66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013
67/254 A	Special subjects relating to the programme budget for the biennium 2012-2013

Subprogramme 6
Information and communications technology operations

General Assembly resolutions

57/304	Information and communication technology strategy
58/272	Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communications technology strategy
63/262	Information and communications technology, enterprise resource planning and security, disaster recovery and business continuity
63/269	Information and communications technology, disaster recovery and business continuity for the United Nations: arrangements for the secondary data centre at Headquarters
63/287	Support account for peacekeeping operations
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013
66/247	Special subjects relating to the proposed programme budget for the biennium 2012-2013
67/254 A	Special subjects relating to the programme budget for the biennium 2012-2013
68/247	Special subjects relating to the proposed programme budget for the biennium 2014-2015

Programme 26

Internal oversight

Overall orientation

26.1 The overall purpose of the programme is to enhance transparency and accountability and contribute to a high level of efficiency, effectiveness and goal fulfilment in the Organization. The Office of Internal Oversight Services exercises operational independence under the authority of the Secretary-General in the conduct of its duties, in accordance with Article 97 of the Charter of the United Nations. The Office has the authority to initiate, carry out and report on any action to fulfil its responsibilities with regard to its oversight functions. The Office assists the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection, evaluation and investigation.

26.2 The mandate for the programme is derived from General Assembly resolutions 48/218 B, 54/244 and 59/272, the Financial Regulations and Rules of the United Nations (ST/SGB/2013/4) and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The Office coordinates closely with the United Nations Board of Auditors, the Joint Inspection Unit and the Independent Audit Advisory Committee in order to ensure effective and efficient oversight in the Organization.

26.3 The Office strives to achieve accountability and transparency by supporting the Organization as it endeavours to establish an effective and transparent system of accountability and to enhance its capacity to identify, assess and mitigate the risks.

26.4 To that end, the Office will: (a) propose measures to assist the Organization in establishing an internal control framework, including a risk management capacity; (b) provide independent information and assessments to assist effective decision-making; and (c) provide independent reviews of the effectiveness of the Organization. This will be accomplished through the issuance of timely, high-quality reports on inspections, evaluations, internal audits and investigations, in full accordance with the mandates of the Office as approved by the General Assembly and with applicable international standards.

26.5 The Office assists the Organization in achieving better results by determining the factors affecting the efficient and effective implementation of programmes in accordance with, inter alia, internationally agreed sustainable development goals, including those contained in the Millennium Development Goals and in the outcomes of the major United Nations conferences and international agreements since 1992. The Office also undertakes measures to support gender mainstreaming, including oversight of the United Nations gender mainstreaming efforts.

Subprogramme 1
Internal audit

Objective of the Organization: To improve the Organization's risk management, control and governance processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased contribution to the decision-making process of Member States and increased ability of the Secretariat to take appropriate actions based on internal audits, which strengthen internal control and governance processes and improve risk management	(a) (i) Increased acknowledgement and use of the Internal Audit Division's reports, including thematic reports, in the decision-making of Member States, including on internal controls, processes and risk management
	(ii) Increased percentage of programme managers who express satisfaction with the quality and usefulness of the Internal Audit Division's reports
(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability by programme managers	(b) (i) Increased percentage of critical audit recommendations accepted by programme managers relating to accountability, efficiency and effectiveness
	(ii) Increased percentage of audit recommendations implemented by programme managers

Strategy

26.6 The Internal Audit Division will continue, giving particular emphasis to quality assurance, the provision of methodological guidance and training for its staff, which should result in continued improvement in the quality, relevance and timeliness of its reports. The Division will also perform risk-based audits applying the International Standards for the Professional Practice of Internal Auditing to assist management in establishing and strengthening risk management, internal control and governance using a combination of assurance and advisory services. The Division will adapt its organization by reinforcing its capacity to meet future challenges, such as the implementation of the enterprise resource planning system, the International Public Sector Accounting Standards, enterprise risk management and major capital projects.

Subprogramme 2
Inspection and evaluation

Objective of the Organization: To strengthen accountability, learning, efficiency, effectiveness and impact in the implementation of programmes and the relevance of administrative procedures and to assess whether the activities correspond to the mandates

Expected accomplishments of the Secretariat	Indicators of achievement
Increased contribution to the decision-making processes of Member States and increased ability of the Secretariat to take appropriate actions based on inspections and evaluations by the Office of Internal Oversight Services that assess the efficiency and effectiveness of programmes, thematic issues and self-evaluation capacities, the relevance of administrative procedures and whether the activities correspond to the mandates	(i) Increased percentage of programmes and thematic inspections and evaluations that have been used by Member States to inform decision-making on efficiency and effectiveness in the implementation of programmes and the relevance of administrative procedures and whether the activities correspond to the mandates (ii) Increased number of programmes evaluated and inspected

Strategy

26.7 The Inspection and Evaluation Division provides independent evaluative evidence to enhance the Organization's accountability and promote learning. Evaluations and inspections contribute to improved relevance, efficiency, effectiveness and impact of the United Nations. The Division will contribute to the decision-making of Member States and strengthen the ability of the Secretariat to take appropriate actions by providing timely, objective, credible and relevant information on the Organization's performance. In coordination with other divisions of the Office and oversight bodies as appropriate, the Division will conduct evaluations and inspections, with cyclical coverage of programmes on a risk-assessed basis, using a standardized and methodologically rigorous approach to ensure the quality and usefulness of its reports. To provide quality assurance for Secretariat self-evaluation work, the Division will conduct a biennial review to provide Member States with reasonable assurances about the credibility and reliability of reported results.

Subprogramme 3
Investigations

Objective of the Organization: To enhance accountability through investigations of possible violations of rules or regulations, mismanagement, misconduct, waste of resources or abuse of authority

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality and timeliness of investigations to enable effective action to be taken in relation to misconduct	(a) (i) Increased percentage of closure and investigation reports[a] that meet timeline targets
	(ii) Increased percentage of closure and investigation reports for which processes for applying corrective measures commence within 12 months
(b) Increased awareness of United Nations personnel, including programme managers and others, to prevent or respond appropriately to misconduct	(b) (i) Increased number of United Nations personnel responsible for investigations or investigation tasks who receive investigation training
	(ii) Increased number of overall awareness-raising activities aimed at informing United Nations personnel about the consequences of misconduct and the related mechanisms
	(iii) Increased percentage of cases reported to the Office by United Nations personnel

[a] An investigation report is a report in which misconduct has been substantiated. If misconduct is not substantiated, a closure report, not an investigation report, is issued.

Strategy

26.8 The Investigations Division investigates reports of possible misconduct and makes recommendations for appropriate action to promote accountability throughout the Organization. The Division conducts reactive investigations driven by reports of wrongdoing or misconduct submitted to it, and proactive investigations of high-risk operations.

26.9 The Division approaches issues of sexual exploitation and abuse in peacekeeping missions through cooperation with the Department of Field Support and mission personnel to form an overall response that emphasizes prevention, awareness and accountability. The strategy includes follow-up with troop- and police-contributing countries and military command. Economic fraud within the United Nations system is also targeted to promote accountability and safeguard the Organization's interests, assets and resources by limiting exposure to organizational risks.

26.10 The Division's direct responsibility ends with the release of an investigation report, but its work is part of a larger system of justice. As the Division's work is the entry point to that system, the quality and timeliness of the work is critical to the success of the system as a whole. The Division is considering ways to influence other parts of the system to increase the impact and value of investigations.

26.11 The Division's outreach services promote protection of the Organization's interests, assets and resources. The outreach services include advisory services to programme managers to encourage a preventative approach to wrongdoing and, in accordance with General Assembly resolution 59/287, training of investigators outside the Office to improve the quality of first-response investigations and promote individual accountability.

Legislative mandates

General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations
53/207	Programme planning
54/244	Review of the implementation of General Assembly resolution 48/218 B
57/292	Questions relating to the programme budget for the biennium 2002-2003
59/270	Reports of the Secretary-General on the activities of the Office of Internal Oversight Services
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolution 48/218 B and 54/244
59/287	Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations
60/1	2005 World Summit Outcome
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/257	Programme planning
60/259	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
61/245	Comprehensive review of governance and oversight with the United Nations and its funds, programmes and specialized agencies

61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services
62/234	Reports of the Office of Internal Oversight Services and financing of the Procurement Task Force
62/247	Strengthening investigations
63/263	Questions relating to the programme budget for the biennium 2008-2009
63/265	Report of the Office of Internal Oversight Services on its activities
63/270	Capital master plan
63/276	Accountability framework, enterprise risk management and internal control framework, and results-based management framework
64/232	Report of the Office of Internal Oversight Services on its activities
64/263	Review of the implementation of General Assembly resolutions 48/218 B, 54/244 and 59/272
65/250	Report of the Office of Internal Oversight Services on its activities
66/236	Report of the Office of Internal Oversight Services on its activities
67/258	Report of the Office of Internal Oversight Services on its activities

Programme 27

Jointly financed activities

A. International Civil Service Commission

Overall orientation

27.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and other organizations aimed at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated, through Assembly resolutions 51/216, 52/216 and 67/257, to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall organizational reform and in the comprehensive review of the United Nations common system compensation package.

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted (ii) Percentage of recommendations adopted by the Commission
(b) Effective remuneration and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations	(b) High percentage of recommendations on the pay and benefits systems adopted by the Commission
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classifications for all duty stations of the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys and of the number of duty stations reviewed for hardship and mobility classification

	(ii) Maintenance of the completion rate for all requests for hardship classification of field duty stations (250 per year)
(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system

Strategy

27.2 To accomplish its objectives, the Commission's programme of work includes the following: (a) to develop further and to strengthen the common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on the administration of such systems; and (e) to provide substantive support in human resources reform as well as in the implementation of the outcome of the comprehensive review of the common system compensation package to ensure that the revised system is sustainable and meets the concerns of Member States, organizations and the staff.

B. Joint Inspection Unit

Overall orientation

27.3 According to the statute of the Joint Inspection Unit (see General Assembly resolution 31/192, annex), the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and they provide an independent view, through inspection and evaluation, aimed at improving management and methods and at achieving greater coordination between the organizations of the common system. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

27.4 In accordance with article 1 of its statute, the Unit shall perform its functions in respect of, and shall be responsible to, the General Assembly and similarly to the competent legislative organs of the organizations of the United Nations common system.

27.5 On the basis of its statute, the Joint Inspection Unit uses three management tools for the implementation of results-based management, namely, its programme of work (article 9), its annual report (article 10) and its biennial budget (article 20). The programme of work is submitted as part of the annual report through which the Unit reports on its performance and which is assessed by the General Assembly.

27.6 In accordance with article 19 of its statute, the Unit is assisted by an Executive Secretary and by such staff as may be authorized in accordance with article 20 of the statute.

27.7 As established in the system of follow-up to the reports of the Joint Inspection Unit, which was endorsed by the General Assembly in its resolution 54/16, in order for the Unit's reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, it must issue recommendations that are specific, measurable, attainable, relevant and time-bound (SMART).

27.8 The secretariat of the Joint Inspection Unit has an important role to play in assisting the Unit in this regard and in monitoring the degree of acceptance and implementation of the recommendations after they are issued for disclosure in the Unit's annual report.

27.9 The present strategic framework reflects how the secretariat of the Unit supports the work of the Inspectors and focuses on measuring the performance of the secretariat. It should be recalled however that, in accordance with resolution 63/272, oversight is a shared responsibility of Member States, the organizations and the internal and external oversight bodies.

27.10 The expected accomplishments of the secretariat, set out below, have been drawn from the long- and medium-term strategic priorities of the Unit, as defined in its strategic framework for 2010-2019 (A/63/34, annex III), submitted for consideration to the General Assembly and acknowledged by the Assembly in paragraph 17 of its resolution 63/272. In 2012, the Unit updated the strategic framework, as requested by the Assembly in its resolution 65/270 (see A/66/34, annex I). The following indicators are based on the revised long-term strategic framework.

Objective of the Organization: To improve the relevance, utilization of and follow-up to the reports, notes and management letters of the Joint Inspection Unit

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and secretariats of participating organizations to make timely decisions that improve the efficiency, effectiveness and relevance of the programmes and subprogrammes	(a) (i) Increased rate of acceptance of system-wide recommendations by legislative organs and by participating organizations aggregated over the previous three years
	(ii) Increased rate of implementation of accepted system-wide recommendations by the participating organizations and by the legislative organs aggregated over the previous three years
(b) Improved capacity of participating organizations to ensure timely and informed consideration of the Unit's reports and recommendations by their respective legislative organs	(b) (i) Increased percentage of participating organizations providing updated information within the established deadlines by entering the information in the online web-based tracking system
(c) Increased awareness and visibility of the Unit's reports and notes	(c) (i) Increased number of page visits to the Joint Inspection Unit website

	(ii) Increased number of people signing up for the Joint Inspection Unit website e-mail list

Strategy

27.11 During the biennium 2016-2017, the work of the Unit is expected to benefit further from the results of the reforms implemented in previous years. As noted above, in its annual report for 2011 the Unit presented its revised long- and medium-term strategy (A/66/34, annex I), which will determine the way the secretariat approaches its work, including: (a) the development of a more strategic approach to the selection of issues to be covered by the programme of work by actively engaging Member States, other oversight bodies, participating organizations and the United Nations System Chief Executives Board for Coordination (CEB) in the conceptualization of the programme of work and by staying abreast of major developments in key reform areas relevant to the work of the Organization: as requested by Member States, the programme of work will continue to focus on system-wide issues, aiming for consistency in strategic priority areas; (b) the strengthening of the follow-up system on the implementation of recommendations through the maintenance and further development of the Unit's web-based tracking system; the development of key knowledge management and outreach strategies in order to ensure better use of the Unit's products; (c) the systematic and periodic review of the management and administration of participating organizations, which should allow the Unit to develop a system-wide overview and understanding of the performance of its participating organizations: such agency-specific reviews will also allow identification of system-wide and systemic issues that need to be addressed in thematic reviews and evaluations; (d) the implementation of recommendations identified through the self-evaluation and peer review, undertaken during the biennium 2012-2013, of the Unit's activities in order to ensure that its work is based on state-of-the-art developments in the fields of evaluation, inspection and investigations; (e) the enhancement of the capabilities of evaluation staff through appropriate training programmes in relevant areas of interest to the Unit: the strategic focus for such training will be on evaluation methodologies and investigation techniques and also in key areas of reform of the work of the United Nations.

C. United Nations System Chief Executives Board for Coordination

Overall orientation

27.12 The United Nations System Chief Executives Board for Coordination is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the organizations of the United Nations system in accordance with their respective mandates and in response to the decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, assumed the mandate of the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)) in 2001.[12] CEB has three pillars: the High-level Committee on Programmes, the High-level Committee on Management and the United Nations Development Group. The High-level Committee on Programmes supports policies, strategies and guidance for the United Nations system to meet emerging challenges relating to international cooperation and development. The High-level Committee on Management provides guidance on policies to, and promotes inter-agency cooperation and coordination among, the organizations of the system on administrative, management and security and safety issues with system-wide relevance and helps with the management of the common system of pay and benefits. The United Nations Development Group, which became the third pillar of CEB in 2008, is responsible for the coordination of country-level development operations. CEB, including the High-level Committee on Programmes and the High-level Committee on Management is serviced and supported by a single, jointly financed secretariat, while support for the United Nations Development Group is funded separately.

27.13 In the biennium 2016-2017, the Board will continue to coordinate the activities of the United Nations system to help member states to fully realize and sustain the implementation of internationally agreed development goals and the outcomes of the major United Nations conferences and international agreements. The Board will also guide the United Nations system in the transition towards supporting the post-2015 development agenda on the basis of the decisions adopted by Member States. It will deepen the understanding of and coordinate joint responses to high-priority global challenges, including those related to poverty eradication, sustainable development, climate change and cybercrime and cybersecurity, in accordance with intergovernmental mandates; achieve the inclusive, purposeful mobilization of resources and capacities; enhance knowledge-sharing; and help to increase transparency and accountability. The Board will further strengthen the support of the United Nations system for the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; the Istanbul Programme of Action for Least Developed Countries; and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development. It will also actively support the mainstreaming of gender and youth perspectives in the design, implementation, monitoring and evaluation of the policies and programmes of the system, in accordance with intergovernmental mandates. In addition, the Board will continue its efforts to ensure the security and safety of United Nations system personnel, premises and assets, inter alia, by enhancing system-wide support for an effective and unitary security management system.

27.14 Through its High-level Committee on Programmes, CEB will continue to promote integrated solutions to the challenges of sustainable development, peace and security, and human rights; maximize synergies among United Nations system organizations through joint actions; and foster system-wide normative and policy coherence in response to intergovernmental mandates. Enhancing the coherence and effectiveness of the contribution of the system to realize the implementation of the internationally agreed development goals will remain a priority of the Committee, while it simultaneously helps the system to adapt as necessary to support the new United Nations development agenda. Concurrently, the High-level Committee on

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[12] See Economic and Social Council decision 2001/321.

Programmes will continue to scan and identify emerging programme issues requiring a system-wide response and to support joint approaches on such priority issues as sustainable development, including in urban areas; climate change; disaster risk reduction; humanitarian action; rule of law at the national and international levels; countries with special needs; food, water and energy security; migration and development; and policies on drugs and crime.

27.15 Through its High-level Committee on Management, CEB will further the cooperation among the United Nations system organizations in: advancing accountability and transparency; harmonizing human resource management practices, consistent with reforms approved by governing bodies of member organizations; utilizing information and communications technology for better management and better programme delivery; and promoting best practices and lessons learned in the area of management through, inter alia, increasingly harmonized business practices. In the area of human resources management, the focus will be on active collaboration with the International Civil Service Commission and with the United Nations common system organizations for the implementation of the decisions of the General Assembly following the completion of the comprehensive review of the United Nations system compensation package and on the harmonization of human resources practices and procedures. In the financial and budgetary areas, there will be continuing emphasis on: sustaining compliance with the International Public Sector Accounting Standards (IPSAS) throughout the system; expanding the United Nations system initiatives to put in place common treasury services that have already generated considerable savings; and furthering the development of financial and budgetary best practices. In the area of information and communications technology, attention will be given to strengthening the ability of agencies to efficiently, and in a coordinated fashion, address cybersecurity challenges, respond to calls for examination of interoperability among enterprise resource planning systems and continue to explore efficiencies in data communications facilities. During the biennium, CEB will also build on the results achieved through the High-level Committee on Management Plan of Action for the Harmonization of Business Practices.

27.16 The CEB secretariat will continue to provide efficient and effective support in full compliance with the decision adopted by Member States, including by ensuring that the discussions of CEB and its subsidiary machinery are supported by sound analytical material; supporting the Board and its subsidiary mechanisms in developing the structure, content and organization of their sessions; developing analysis and information to assist CEB to gain greater understanding of possible duplication and overlap of activities in specific areas; and assisting the Board in developing a system-wide methodology for different agencies working on the same issues. The secretariat will also facilitate regular and structured information flow to United Nations system organizations and to Member States and the general public on inter-agency decisions, statistics on system-wide resources, policies and practices, and major trends and developments of concern to the system as a whole. The engagement of CEB with intergovernmental bodies, in particular the Economic and Social Council, and of the CEB secretariat with the Committee for Programme and Coordination, will continue during the 2016-2017 biennium.

Objective of the Organization: To leverage the full capacity of the organizations of the United Nations system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	(a) (i) Number of joint United Nations system coordination initiatives developed through CEB in response to global challenges and the decisions of intergovernmental bodies (ii) Number of joint or complementary activities, in the form of task forces and working groups, by the High-level Committee on Management, the High-level Committee on Programmes and their subsidiary networks in response to decisions emanating from the governing bodies of CEB member organizations (iii) Number of joint or complementary activities to implement the decisions of the intergovernmental organs, especially the General Assembly and the Economic and Social Council, as well as recommendations of the Committee for Programme and Coordination as approved by the Assembly
(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations	(b) (i) Increased number of coordinated system-wide responses, under the purview of the High-level Committee on Management and its functional networks (finance and budget, human resources, information and communications technology, procurement), to initiatives of the International Civil Service Commission, staff-management issues, and financial and budgetary matters (ii) Number of coherence, efficiency and cost-effectiveness measures implemented following completion of system-wide coordinated activities
(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	(c) (i) Number of actions taken to enhance knowledge-sharing among United Nations system organizations and with Member States, including through additions and enhancements to knowledge repositories and tools (web- or paper-based)

	(ii) Number of information and communications technology standards endorsed by agencies based on industry best practice and institutional requirements developed through system-wide consultation
(d) Informed decision-making by Member States and the organizations of the United Nations system in relation to sustaining compliance with IPSAS	(d) (i) All information on IPSAS standards is provided on time for consideration by the organizations of the United Nations system for the purpose of sustaining compliance with IPSAS
	(ii) All information on IPSAS compliance (post-implementation) by organizations of the United Nations system is reported on time to Member States

Strategy

27.17 During the biennium 2016-2017, the two High-level Committees, in support of CEB, will actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions for the promotion of global, regional and country-level coherence within the work of the United Nations system and on management and administrative issues to enhance the capability of the organizations of the common system through the coherent and coordinated use of resources, capacities and knowledge. The High-level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system in order to enhance their overall impact on helping countries meet the internationally agreed development goals, including the Millennium Development Goals, as well as transition to the post-2015 development paradigm. The United Nations Development Group will continue to promote coherence and coordination with regard to country-level operations. The High-level Committee on Management will utilize its functional networks on finance and budget, security, human resources, information and communications technology, procurement and legal and medical-related issues to disseminate best practices, modern management approaches and partnerships in all areas of management. As necessary, the three subsidiary mechanisms will draw on inter-agency networks, task forces, working groups and clusters to strengthen linkages between the normative and operational work of the system.

27.18 With regard to sustaining IPSAS compliance by the United Nations system organizations, the system-wide IPSAS team will focus on: (a) facilitating information-sharing and supporting organizations in sustaining IPSAS compliance, including support on specific technical issues and monitoring and coordination of accounting/reporting diversity, through website and e-mail communication and reports and meetings; and (b) supporting input into and understanding of changes to IPSAS through the monitoring of developments, the formulation of submissions on draft standards, attendance at IPSAS Board meetings and the timely provision of information on such developments to the organizations of the common system.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit
50/233, 57/284 A and B, 58/286, 59/267, 60/258, 61/238, 62/226	Joint Inspection Unit
62/246	Report of the Joint Inspection Unit for 2007 and programme of work for 2008
63/272	Report of the Joint Inspection Unit for 2008 and programme of work for 2009
64/262	Report of the Joint Inspection Unit for 2009 and programme of work for 2010
65/270	Report of the Joint Inspection Unit for 2010 and programme of work for 2011
66/259	Joint Inspection Unit
67/256	Joint Inspection Unit

C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolutions and decision

13 (III)	Coordination Committee
2001/321	Further consideration of the annual overview report of the Administrative Committee on Coordination

General Assembly resolutions

57/295	Information and communications technologies for development
59/250 and 62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system

60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report
62/277 and 63/311	System-wide coherence
62/224, 63/247, 64/229, 65/244 and 66/8	Programme planning
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

Programme 28
Safety and security

Overall orientation

28.1 The purpose of the programme is to provide leadership, operational support and oversight of the United Nations security management system, as established by the General Assembly in its resolution 59/276 and subsequent resolutions.

28.2 The overall objectives of the programme are: (a) to enable United Nations activities by ensuring effective and timely responses to all security-related threats and emergencies; (b) to ensure effective risk mitigation through coordinated security risk management methodology, including a threat and risk assessment mechanism implemented in cooperation with authorities of host countries; and (c) to continue to develop best-practice security policies, standards and operational procedures across the United Nations system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.

28.3 Recognizing that sharing ideas, experiences, opportunities and costs is the only way to reduce vulnerability and maximize resources, the Department of Safety and Security will achieve its mission through an integrated and interdependent organizational approach by working with all the United Nations system agencies, funds and programmes, under the umbrella of the Inter-Agency Security Management Network.

28.4 The work of the Department will be implemented under two subprogrammes: security and safety coordination and regional field coordination and support. For the period 2016-2017, the Department will continue to focus on enhancing the coordination of the United Nations security management system; ensuring the continuing formulation and implementation of policies and procedures for the security and safety of United Nations personnel and their eligible dependants, visitors, delegates, premises and assets; and consolidating, harmonizing and promulgating common policies, standards and operational procedures. The Department will continue to support the systematic determination by the United Nations system of the criticality of its programmes, especially in high-risk environments, in order to augment the security risk management approach followed by the United Nations security management system. The Department will continue to improve its security analysis capability and foster Member State collaboration. The Department will continue to lead in coordinating the activities of the United Nations system security and safety network. The Department will continue to examine measures to strengthen both human and financial capacity available in the Department in order to facilitate rapid response to security incidents and emergencies and to enhance crisis management within the United Nations system security and safety network.

Subprogramme 1
Security and safety coordination

Objective of the Organization: To provide a secure and safe environment for staff members, delegates, visiting dignitaries and other visitors on United Nations headquarters premises and regional commissions, and to prevent damage to United Nations property and facilities

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions	(a) (i) Increased percentage of elements of minimum operating security standards achieved at United Nations headquarters locations and regional commissions (ii) Decreased number of unauthorized entries to United Nations premises (iii) Reduced number of safety-related claims received
(b) Systematic and coordinated delivery of protective services for senior United Nations officials	(b) Increased number of instances of travel reviewed and personal protection needs assessed for senior United Nations officials
(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions	(c) All updates and testing of crisis, evacuation and contingency plans as required by the administrative phase at the duty station are fully complied with at all duty stations

Strategy

28.5 This subprogramme is the responsibility of the Division of Headquarters Security and Safety Services. The Division will provide strategic guidance and direction to the Security and Safety Services to support the programmes of the United Nations system. These Services provide round-the-clock security to the relevant premises and will continue to enhance the security and safety of the United Nations environment by: (a) increasing the level of preparedness for managing crisis and emergency situations; (b) coordinating the standardization of safety and security policies and monitoring their implementation; (c) implementing and complying with headquarters minimum operating security standards; (d) enhancing coordination of security- and safety-related efforts with the host country authorities; (e) enhancing security awareness among delegations and staff; (f) improving crisis and emergency response efficiency at United Nations headquarters locations and regional commissions; and (g) increasing the level of professionalism of security and safety personnel through the provision of specialized training, which will also maximize the utilization of officers for multiple specialized security roles. The Division will ensure that all United Nations personal protection operations are delivered in a systematic and coordinated manner.

Subprogramme 2
Regional field coordination and support

Component 1
Regional field operation coordination

Objective of the Organization: To provide a secure and safe environment for staff members of the United Nations system, associated personnel and eligible dependants, and to enable United Nations programme activities at all duty stations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved safety and security arrangements for the United Nations	(a) (i) Updated security risk assessments endorsed by the Division of Regional Operations
	(ii) Increased percentage of minimum operating security standards/minimum operating residential security standards consistent with security risk assessments endorsed by the Division of Regional Operations and implemented in the field
(b) Enhanced preparedness for contingencies and crisis situations along with timely response to security incidents	(b) (i) Increased percentage of security plans endorsed by the Division of Regional Operations
	(ii) Timely activation of crisis management and crisis response system
(c) Enhanced security management system	(c) (i) Timely review and endorsement of security levels in countries and missions where the United Nations is present
	(ii) Increased percentage of security assistance and assessment visits to countries and missions where the United Nations is present

Strategy

28.6 The strategy for implementing the subprogramme will focus on strengthening safety and security arrangements by: (a) coordinating safety and security issues among the organizations of the United Nations system; (b) monitoring the implementation of security and safety policies; (c) developing security requirements for new missions as well as for special, regular and emergency operations; (d) ensuring the timely updating and the quality of all country-level security risk assessments; (e) assisting and monitoring the implementation of the minimum operating security standards at all duty stations, peacekeeping operations and humanitarian and other special missions in the field; (f) carrying out analyses of the extent of participation of the host country in strengthening United Nations security; (g) updating security and safety modalities and operating procedures, and developing crisis-management response plans, capabilities and procedures; (h) coordinating with the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for their missions in the field; and (i) strengthening cooperation with the host country regarding the safety and security of staff members, facilities and equipment of the United Nations system. Additional efforts will focus on enforcing the accountability and responsibility of designated officials, field security officers and other participants within the framework of the new mechanism of accountability and responsibility in field security for the implementation of the minimum operating security standards at all duty stations of the United Nations system. Efforts will also be made to increase the number of security management teams that undertake joint country planning as well as the number of United Nations agencies, funds and programmes that include cost considerations in their planning and delivery of programmes.

Component 2
Field support

Objective of the Organization: To provide safety and security knowledge and skills to all relevant actors within the United Nations system and to reduce and/or prevent critical-incident stress

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress	(a) (i) Increased percentage of staff and their families in the high-risk duty stations in the field that receive stress-management training (ii) Increased number of United Nations and partner counsellors trained in critical-incident stress management in emergency settings (iii) Increased percentage of affected United Nations staff who receive emotional first aid and psychological damage control following reported critical incidents
(b) Strengthened capacity among the United Nations security management system, managers (designated officials, security management team members) and United Nations personnel	(b) Increased participation in security training
(c) Capacity to locate staff and to provide members of the security management system with relevant security information	(c) (i) Increased percentage of United Nations personnel and eligible dependants can be located at any given time at all United Nations locations worldwide

	(ii) Increased percentage of United Nations staff members with responsibilities in the security management system have access to the information management tools provided by the Department on the www.unsmin.org website, including the security level system, premises vulnerability questionnaire, cost share budget system, travel request information process, travel advisory and directory and the United Nations locations database
(d) Improved capacity to provide aviation risk management services relating to the suitability and use of air operators worldwide for operational planning	(d) Improved timeliness of services and advice relating to the suitability and use of air operators worldwide to assigned air travel focal points and Department of Safety and Security security professionals

Strategy

28.7 The strategy for the subprogramme focuses on creating conditions to minimize security-related incidents by: (a) translating security and critical-incident stress training standards into a coherent training programme for all participants in the United Nations security management system; (b) conducting regional workshops and seminars on security and safety issues and stress management; (c) developing and updating training materials, taking into account gender-specific issues; (d) providing counselling services to staff exposed to critical-incident stress; and (e) developing tools to ensure that all United Nations staff members with responsibilities in the United Nations security management system have access to information needed to perform their security functions.

Legislative mandates

General Assembly resolutions and decisions

54/192	Safety and security of humanitarian personnel and protection of United Nations personnel
55/468	Security arrangements at the United Nations Office at Geneva
56/255, sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002-2003: safety and security of United Nations personnel
56/286	Strengthening the security and safety of United Nations premises
57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system

59/211	Safety and security of humanitarian personnel and protection of United Nations personnel
59/276, sect. XI	Questions relating to the programme budget for the biennium 2004-2005: strengthened and unified security management system for the United Nations
60/123	Safety and security of humanitarian personnel and protection of United Nations personnel
61/263	Strengthened and unified security management system
65/132	Safety and security of humanitarian personnel and protection of United Nations personnel
67/85	Safety and security of humanitarian personnel and protection of United Nations personnel
68/101	Safety and security of humanitarian personnel and protection of United Nations personnel

Security Council resolution

1502 (2003)	Safety and security of humanitarian personnel and protection of United Nations and associated personnel

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